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A SERIES OF TEXTBOOKS FOR PERSONS ENGAGED IN ENGINEERING PROFESSIONS, TRADES, AND VOCATIONAL OCCUPATIONS OR FOR THOSE WHO DESIRE INFORMATION CONCERNING THEM. FULLY ILLUSTRATED

FIELDS OF ADVERTISING EMPLOYMENT
ADVERTISING LETTERS
HOUSE PUBLICATIONS
TECHNICAL- AND TRADE-PAPER ADVERTISING
MAIL-ORDER ADVERTISING
THE LAW AN ADVERTISING MAN SHOULD KNOW
HOW TO ENTER THE PRACTICAL FIELD

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1921

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PREFACE

The volumes of the International Library of Technology are made up of Instruction Papers, or Sections, comprising the various courses of instruction for students of the International Correspondence Schools. The original manuscripts are prepared by persons thoroughly qualified both technically and by experience to write with authority, and in many cases they are regularly employed elsewhere in practical work as experts. The manuscripts are then carefully edited to make them suitable for correspondence instruction. The Instruction Papers are written clearly and in the simplest language possible, so as to make them readily understood by all students. Necessary technical expressions are clearly explained when introduced.

The great majority of our students wish to prepare themselves for advancement in their vocations or to qualify for more congenial occupations. Usually they are employed and able to devote only a few hours a day to study. Therefore every effort must be made to give them practical and accurate information in clear and concise form and to make this information include all of the essentials but none of the non-essentials. To make the text clear, illustrations are used freely. These illustrations are especially made by our own Illustrating Department in order to adapt them fully to the requirements of the text.

In the table of contents that immediately follows are given the titles of the Sections included in this volume, and under each title are listed the main topics discussed. At the end of the volume will be found a complete index, so that any subject treated can be quickly found.

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FIELDS OF ADVERTISING EMPLOYMENT

THE CHOICE OF A FIELD

1. The selection of the field, or division, of advertising that is best suited to the tastes and ability of the beginner is a subject that usually gives him much concern. It is an important question and yet not usually so consequential as the beginner in advertising supposes it to be.

Few people are fortunate enough to be able to pick just the positions that they desire unless they happen to have studied for one of the professions. It is safe to say that most of those who are in advertising work drifted into advertising through circumstances rather than through design. They began as newspaper reporters, solicitors, or editors, as printers, salesmen, stenographers, bookkeepers, or in some other such way. Their contact with advertising practice made the work seem attractive, and the change was made gradually as a rule.

The simple truth is that it is rather difficult for the beginner in advertising to be sure just what field would be best for him or which he would enjoy most. If he has a decided conviction that a certain division is much more attractive to him than others, he will likely do well to hold to that vision and endeavor to secure such a job. Most beginners will, however, do well to take the first opportunity that offers constructive work. If the first opening is not just what is wanted, the experience will be valuable even though it is hard. No advertising manager who, early in his experience, tried his hand at the selling of advertising space regrets that he had that experience. He

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can appreciate the work of the representative of magazines, newspapers, and other mediums in a way that is impossible to the advertising manager who has never sold space or anything else. Furthermore, the advertising manager who has had experience in selling advertising space or some other commodity is able to work with the salesmen of his own company more understandingly.

On the other hand, the man who feels sure that his place in advertising is in the work of selling space, can hardly go wrong in serving for a while as an assistant to an advertising manager or as a copy-writer. Such experience will later on enable him to talk more understandingly to the people whose advertising he may solicit. The advertising work of a large dry-goods or department store, with all its bustle and hurry, will do a young man or young woman a great amount of good, no matter if some other position is sought eventually. In other words, variety of experience is a good thing in advertising, though one may finally specialize. The different experiences will go far toward enabling the young advertising man to be sure of the field for which his talents are particularly adapted.

The object of this Section is to present concisely the requirements of the different fields of advertising work and thus to aid the beginner to decide which department of advertising he should enter first, provided a choice is afforded. Another Section deals with methods of securing employment.

2. Writing Ability Compared With Soliciting Ability.—One of the first things that the beginner in advertising should consider is whether his ability lies more in the direction of writing or in the direction of personal salesmanship. There are men who write indifferently and who would probably never become highly paid writers of advertising, who nevertheless have good advertising judgment, all-around ability, and strong personal qualities so far as face-to-face selling is concerned. Such men would likely be far greater successes as solicitors of advertising than as writers of advertising copy. No man should feel that he is less an advertising

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man because he is connected with a national magazine, a newspaper, a technical publication, a street-car-space controller, or some other medium. In such work he has a great opportunity for constructive effort and also a fine chance to make a comfortable income if he becomes a good producer.

On the other hand, there are men who shrink from face-to-face selling methods. Possibly they lack courage or some other requisite. Yet such men may be possessed of unusual ability as writers and planners of advertising, and there is plenty of room for them in the advertising field, just as there is ample room for the man of good address and good soliciting ability.

Whether one can do good work in limited time or has a temperament that requires him to proceed deliberately in order to do himself justice, also has a bearing on the case. Advertising work in a dry-goods or department store requires the ability to investigate on short notice and to write well in limited time. If such conditions are oppressive to a beginner in advertising, he will do well to seek a place in which the advertising plans and copy are prepared with more deliberation.

KINDS OF POSITIONS

3. There are three principal kinds of advertising positions: those of the *advertisement writer,* the *advertising manager,* and the *advertising solicitor.* The beginner should consider the advantages of each branch of work and his aptitude for each branch before undertaking to market his service.

ADVERTISEMENT WRITER

4. In seeking a position as **advertisement writer,** the beginner may choose between two plans: (1) He may start in a small way and build up a business of his own in his home town or a neighboring city, finally opening an advertisement-writing office; or (2) he may apply for a salaried position on the staff of a large store where the advertising

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manager has a number of assistants, or for a position as assistant to the manager of a mail-order or general advertising business, or for a position with an advertising agency as copy-writer. In any case, circumstances will decide as to the best plan. In small cities, as a rule, there are no stores large enough to employ a staff of advertisement writers; but if the beginner prefers that kind of position, he may apply to department stores in the larger cities or to large mail-order or general advertisers.

A position on the staff of a progressive store will give the advertisement writer valuable experience, and should enable him eventually to fit himself for the duties of an advertising manager. If the beginner is a good correspondent and is familiar with detail work, he should, without much difficulty, be able to get a position as assistant in the general or mail-order fields, where his daily association with the advertising manager should enable him to develop rapidly. An office experience of some kind, such as that of a stenographer or bookkeeper, will also be a great help in getting a position.

An advertisement-writing business of his own, on the other hand, while it usually means more effort and less reward at the outset, will put the beginner in a somewhat more independent position, and his experience will be more varied than it would be in holding a salaried position as assistant to an advertising manager. If he is successful and builds up a profitable list of clients, the profits arising from his energy and skill are all his own.

In a position on the advertising staff of a large store, the advertisement writer is merely an advertising-news reporter; he does not direct the policy or outline the plan of the advertising. As an independent writer, he acts somewhat as advertising manager for many of his customers and can carry out many of his own ideas. An independent advertisement-writing business is well adapted to both small and large cities.

Both plans have advantages. Before giving up a position to try either plan, however, the beginner should solicit advertisement-writing work of various kinds that may be done in spare hours. This will give him valuable experience and

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will be of great help either in opening an office of his own or in getting a salaried position. Many beginners make the mistake of applying for positions of much responsibility while they have no experience. Even if the inexperienced man should be given a trial in a high-salaried position of much responsibility, he would in most cases prove unequal to the requirements. It is better to advance gradually and to make each undertaking a stepping-stone to something higher. Sometimes it is a good plan to seek a clerical position at bare living wages with a large advertiser, in order to get into his office, to have the opportunity of observing and learning the details of his work, and to benefit by the prestige that the connection affords.

5. Growth of Independent Offices.—In recent years the number of independent advertising men (and women) has steadily grown. In a great many communities there are few, or maybe no, advertisers whose work is sufficient to justify them in paying for the entire time of a capable advertising manager. Possibly they do not feel that they can pay more than from ten or twenty to fifty dollars a month for such service, and yet they want skilled assistance. This gives the independent advertising man his opportunity, and frequently advertising men, by this method, have secured some profitable interests in businesses besides earning a satisfactory compensation for the advertising assistance given. It is only natural that the keen manufacturer and merchant should feel like rewarding well those who play a strong part in the upbuilding of their enterprises.

Another Section will deal with ways and means of building up independent work.

ADVERTISING MANAGER

6. Advertising Manager of a Publication.—There are two classes of advertising managers. In the first class is the man at the head of the advertising department of the larger newspapers and magazines, known as advertising manager or business manager. The person filling a position of this

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kind does not, as a rule, prepare any advertising matter or advertising plans, although he might do such work or have it done if by so doing his publication would be more likely to secure a large order. The duties of such an advertising manager are to see that his publication secures as much advertising patronage as it should, and to see that the advertising contracts and copy are handled properly in his office; in other words, he is expected to get advertising contracts for his publication and to take care of the business after it is secured. If the publication is a large one, there will be several local or traveling advertisement solicitors. From the office of such an advertising manager will be sent letters, literature, circulation statements, and matter of various kinds designed to inform and remind advertisers of the value of the medium for their publicity. An up-to-date mailing list is usually kept of all possible purchasers of space, and this includes all the prominent advertising agencies.

As a matter of course, the advertising manager of a small magazine or newspaper will do more personal advertising than would one that has several solicitors to do his work. In some cases, the business manager of a publication performs the duties of advertising manager. The advertising managers of newspapers and magazines are usually, but not always, men that have served at soliciting. They should be men that are able to go out when occasion may make it necessary, and by the exercise of superior tact and persuasive ability secure important contracts for their publications. If the manager makes the advertising department of a publication very profitable, it matters little what particular plan he follows.

Such a position requires good judgment, for advertisers will try to secure concessions of all kinds and it is not always easy to decide what should be accepted and what should be refused. An order at a cut rate or a line of objectionable advertising, while bringing immediate profit, may injure future business. Nowadays the advertising end of the publishing business is the most important department, but it should be conducted with constant consideration for the circulation and editorial departments.

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7. Advertising Manager With Merchants or Manufacturer.—In the second class is the advertising manager who plans and manages advertising campaigns and who at the same time may write much copy. His position may be with a large retail or department store, with a general advertiser, or with a mail-order advertiser. If he has a large appropriation to expend, he will have one or more assistants. In the case of a department store, there may be a staff of writers.

The advertising manager of a general or a mail-order advertiser sometimes writes all of the copy and leaves only the illustrating and placing of it to the advertising agency. Sometimes, the copy is written by the manager and the agency in collaboration. In many cases, the preparation of the copy is left entirely to the agent, the advertising manager merely giving suggestions and acting as critic.

The advertising manager is valued by his employers more for his general executive ability and his judgment in advertising matters than for mere writing ability. There is a wide difference between the advertisement writer and the advertising manager. With a suggestion or an outline to work on, many writers may be found that can prepare acceptable copy; but the men with ability to create new selling plans and to manage campaigns successfully are not so easily found. Until he has had some experience in advertising matters, no person need hope to be able to hold a position where he will have the responsibility of buying thousands of dollars' worth of advertising space and of deciding what shall fill it.

Generally speaking, therefore, the beginner in advertising must serve his time as an advertisement writer, a solicitor of advertising, or an assistant to some advertising manager, before he can expect to obtain a high-salaried position as advertising manager. It is true, nevertheless, that there are many firms that, on account of the small amount of advertising done, cannot afford to employ an experienced advertising manager at a salary of several thousand dollars a year. These smaller positions afford excellent oportunities for bright beginners.

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ASSISTANT TO ADVERTISING MANAGER

8. The position of assistant to a well-qualified advertising manager, whether he be connected with a large retail advertiser or a national or class advertiser, is perhaps the ideal opportunity for a young man or a young woman entering the advertising field. One who makes a good record as an assistant can make his experience a stepping-stone by which he may rise to the position of his immediate superior should that person resign or for some other reason vacate the position; or, in the event that this does not happen, he may go to some other concern—perhaps a smaller one—to take full charge of an advertising department.

Naturally, the work of an assistant to an advertising manager will vary according to the character of the advertiser. The manager of an advertising department may have only one assistant or he may have a good-sized staff. Sometimes the only assistant is a stenographer or a correspondent. Again, where there is a mass of correspondence, one assistant may be in charge of the larger part of the correspondence, while another may have immediate charge of the house organ, and still another may have charge of printing requisitions, department records, etc.

9. Correspondent and Follow-Up Man.—In the case of a concern such as the National Cloak and Suit Company, or the Larkin Company, the correspondence is of the utmost importance, and the correspondence department may possibly be organized apart from the advertising department. Generally, however, such work is under the supervision of the advertising department and managed actively by the advertising manager. The work is so closely related to the other branches of advertising that a live chief correspondent and follow-up man is sure to broaden his ability rapidly.

In many cases the correspondence with the advertiser's sales force and with retail dealers is voluminous and affords opportunity for a writer of ability. Sometimes there is also considerable correspondence with jobbers, though usually the

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correspondence from the advertising department is with retail dealers rather than with jobbers.

10. House-Organ Work.—An inexperienced person would hardly be trusted with the editing of a high-class house organ, though some house organs are of such character that a bright beginner could easily do most of the work. Usually where there is a small organization, the job of getting out the house organ falls to the lot of the advertising manager's assistants, the advertising manager, however, giving considerable help. In conducting such a publication it would be necessary for the assistant to work closely with the sales department of the business and perhaps with such executives as the treasurer, the credit man, and perhaps the chief executive of the concern, for often the chief executive takes a keen interest in the publication that is the mouthpiece of the business to the retail trade or to the consumers.

The subject of House Organs is taken up in another Section.

11. Advertising Records, Multigraph Work, Etc. In a large advertising department there is considerable work in the way of keeping records of drawings, photographs, and cuts; entering orders for space, sending out copy, and checking insertions; posting on cards or loose-leaf record systems the amounts and kinds of advertising matter sent to dealers; keeping the records of stocks of advertising matter of different kinds, executing orders for printing, laying out printed matter, proof-reading, making out reports, etc. Often an advertising department has what is known as a Multigraph department for the production of circular letters. Or a great deal of mailing-list work may be done, which will require an assistant to spend much of his time looking after this kind of work. There are few businesses that are actively advertised which are not spending considerable money on printed matter and the judicious circulation of such material.

Any of these branches of effort, even though they may be more or less clerical or routine, will afford a bright beginner ample opportunity to absorb much valuable information and experience about advertising practice.

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DEPARTMENT AND DRY-GOODS STORE ADVERTISING

12. The field of largest opportunity in retail advertising work is with the large department and dry-goods stores. These stores in the larger cities pay very good salaries to competent men and women. Usually the advertising managers of such stores are men, though in a few cases women hold the positions and in a great many cases women are the principal assistants. A large Pittsburgh store, for example, has a man as its advertising manager, but the three assistants are bright young women who were promoted from positions behind the sales counter because of the aptitude they showed for advertising work.

While in cities under 100,000 population the department or dry-goods store is not likely to pay large salary, nevertheless such positions afford the young advertising man an ideal opportunity, and if his work is high grade and in time his compensation does not grow with his ability, he may depend on it that a larger opportunity will come his way. Indeed, it is a fact that a number of the advertising men with the larger stores of New York, Chicago, Philadelphia, Boston, Cleveland, and other large cities have come to their positions from the smaller cities and towns, their work having been such that it attracted the attention of the great retailers.

The Sections devoted to Department-Store Advertising will give the student of advertising a much better idea of the publicity work of such enterprises than can be given in this general review of the entire field of advertising employment. The work of large stores that make use of a page or two pages of advertising daily, besides much other publicity, calls for a man who can do considerable work and do it rapidly without becoming "flustered." Comparing it with other occupations, it may be said that work of the big stores is more like that of the newspaper reporter—a busy day every day; while the work of the national advertiser is more like that of the reporter or writer who serves the monthly magazine.

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At the same time it should not be thought that because a store runs a page or two pages of advertising daily its advertising department is one of feverish activity and turmoil. Such jobs, once a man has the opportunity to get on the inside, are not so difficult to manage as they may seem to be from the outside. An advertising manager for a large store will have competent assistance, and he should be able so to organize his staff that the daily burden will not fall heavily on any one member.

One thing in favor of big-store advertising, which is of course true of all retail advertising, is that the writers of the copy always have tangible material to write about. There is no lack of merchandise to study and write up.

A live advertising manager serving a progressive department store or dry-goods store has an opportunity that extends beyond the mere advertising of the business. He may and should take an active part in the educational work of the store —improving the sales service, supervising the store paper if the store issues one; and many large stores nowadays do issue these employes' papers for the purpose of stimulating a better working spirit and giving the sales people better ideas of merchandise, methods of selling, etc.

TECHNICAL ADVERTISING

13. There are now many progressive advertisers in the technical field—a field that some years ago was almost devoid of anything but uninteresting standing-card advertising. A study of the pages of a publication such as *The Engineering News-Record* of today will show what a wonderful advance has been made. Today the manufacturer of machinery, tools, electrical apparatus, etc., is making his advertising so interesting that readers of the technical papers find themselves as much inclined to study the advertising pages of their favorite publications as the general readers do theirs.

This field is a congenial one for the man of engineering or other technical training; for while there will necessarily be considerable of the popular spirit in any technical campaign that is

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widespread, there is nevertheless enough of the technical to satisfy the man who has had training along special lines. His task is that of grasping all of the technical arguments involved in the material he is to advertise and then simplifying them so that the information will be easily grasped whether the reader has little or much technical training in the field where the advertised products find a sale.

It should not be supposed, however, that one must be an engineer or a man of other technical training in order to get into this field. Technical knowledge is an advantage, other things being equal, but many men have done well in this division of advertising who entered upon their jobs with little or no special information regarding the products or their use.

The best class of technical advertising is conservative and ethical, which makes it a branch of advertising effort that is to the liking of the man who shrinks from the braggadocio claims of much of the so-called popular advertising. Technical and Trade Paper advertising is treated in another Section.

POSITION WITH AN ADVERTISING AGENCY

14. A responsible position with an agency is the hardest of all advertising positions to fill. The beginner is most likely to get a foothold in agency work by applying for a position as copy-writer or solicitor, or for employment at clerical work of some kind. If he is a printer or an illustrator, and the agency maintains a composing room or an illustrating department, he may find employment in one of these departments. In any case he need not expect a large salary until he has proved his ability, for the principals of advertising agencies have little patience with inexperienced beginners who imagine that they know everything and are entitled to an expert's salary.

The agency man may have to write copy for, or look after the interests of, a dozen different advertisers. If a copy-writer, he may be ordered by the chief of the copy department to get out a series of two dozen first-class soap advertisements—to write the copy, direct the drawing of the illustrations, have the

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type set, and the schedule made up—in three days, while looking after other work at the same time. On one day he may be required to write a booklet about a new pump, and on the next he may have to write a treatise on talcum powder. While he may receive general directions from the chief of the copy department and some information from the solicitor who is looking after that account, he will have to proceed largely on his own initiative. The advertisements prepared by an agency are designed for use in many mediums, as a rule, and must be prepared with even more care than would be exercised if the copy were to go only in one medium. It is not always possible to study the process of manufacturing at first hand, as the advertising manager can do. Therefore, unusual ability and resourcefulness are required.

Capable copy-writers earn large salaries with agencies, but the life is strenuous. Many persons that are entirely capable of holding positions as writers and advertising managers for one firm, find themselves unable to fill responsible positions as agency men. However, a year's experience with a busy advertising agency affords a splendid training for a position as advertising manager. Some of the best advertising managers have come from the agency school. The value of the experience arises from the fact that the agency man has an insight into a variety of advertising campaigns and thus acquires broad knowledge.

15. The solicitor for an advertising agency must be a different type of man from other advertisement solicitors. While he needs soliciting ability as much as the others, he should at the same time have broad advertising ability or experience; for his work is that of securing the management of advertising campaigns for his agency, and unless he is able to convince the advertiser that he and his agency can direct the campaign judiciously, he will fail in his work.

If he is representing a good agency he will have strong support from the office, can come in with the details of the advertiser's business, have a campaign outlined, copy written, list of mediums made up, with cost, etc., but where the account

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is a desirable one, solicitors for other agencies may be seeking the business and may be well prepared with plans, copy, and rates. The competition is strong sometimes, and unfortunately some advertisers will give the business finally to a cut-rate agency or favor some agency for personal reasons solely though another may be really better equipped to handle the account. Appreciation of high-grade service is on the increase, and there is much less rate cutting and changing for personal reasons than there was in past years.

As a rule, the compensation of the agency solicitor is part salary and part commission. If, however, it is the practice of the agency to require solicitors to work entirely on commission, a new man will usually have a "drawing account" for the first year on which he can draw for compensation until the business that he secures brings in the commissions. Of course, the solicitor never receives the total commission paid by publishers.

One who lacks the ability to fill the position of copy-writer or solicitor may be able to secure a foothold in an agency by applying for a less responsible position. The agencies need bookkeepers, stenographers, rate clerks, filing and checking clerks, etc. But such a position as rate clerk requires thorough familiarity with advertising rates and with publishers' rules and conditions. One whose knowledge of such matters is meager could secure employment only with an agency that could not afford to employ a man of much experience or with an agency whose rate man needed an assistant.

Any position with an agency will give a keen beginner opportunity to gain some valuable experience, and if he develops the ability to fill a more responsible position, the better opportunity is sure to come. Therefore, a beginner in advertising work who is a first-class stenographer could well afford to work for a while as a stenographer with a progressive agency for the sake of the opportunities that the position would open.

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PUBLISHERS' SERVICE DEPARTMENTS FOR ADVERTISERS

16. Most publishers now depend more on advertising space for income than they do on subscriptions. The net subcription money that some publishers receive amounts to only about enough to pay the bills for paper. Consequently, while first-class editorial and news departments are essential to good circulation, and a good circulation is a prerequisite to liberal advertising patronage, the success or failure of most magazines and newspapers depends finally on the advertising department.

In spite of the rapid development of the advertising art, there are still a great many business concerns that do not believe in advertising their enterprises, and many others that buy space willingly but do not understand how to use it to the best advantage.

Publishers have done much "preaching" about the value and necessity of advertising, but it is not sufficient merely to shout "Advertise!" The publisher that hopes to make the business man a regular and willing purchaser of space must help that business man to use space profitably if he does not already know how. Such a policy is, in the end, a paying one.

The day of the mere "good-fellow" advertising solicitor who knows very little about advertising is fast waning. The modern solicitor is the man of creative ability—one who has a good general understanding of advertising, who knows when it is best not to offer suggestions but can give advertisers real help in the planning of effective campaigns and copy, or else can present properly such aids prepared by some one else in the office of the publisher. Such a man can make advertisers out of business concerns that would never advertise under the old methods of soliciting.

So many publishers are nowadays establishing advertisers' service departments that a description of these departments and their work will here be given.

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RELATION OF EDITORIAL AND CIRCULATION WORK TO ADVERTISING

17. Editorial Department.—As already suggested, the advertising department of a publication, whether it be trade magazine, general magazine, or newspaper, can do its work with maximum efficiency only when the editorial department gives the publication such literary or practical qualities that it will be attractive to readers and command their confidence. Strenuous efforts may produce liberal advertising patronage for a medium of mediocre value, but most advertisers will not continue to use a medium when, on testing its merits they find that they are not getting proper results. It is therefore obvious that the relation between the editorial and the advertising departments is a close one. In fact, the advertising department may make good use of the features of the editorial work. Those who observe the general magazine field will see how quick the advertising departments of these publications are to take advantage of any literary or timely feature that is likely to create extra circulation.

18. Circulation.—Circulation is the publisher's great asset in his advertising campaign. Both quality and quantity are important, but the aggressive publisher cannot afford to remain content with a very small circulation if it can possibly be increased. With the leading circulation in his field, the publisher will have the pick of the advertising patronage. But the circulation must be bona fide; if it is built up by catch-penny methods, it will not have the staying and buying qualities that it should have.

The circulation of a publication should be guarded with jealous care, so that it may continue to grow in both quality and quantity. The circulation man should aim to secure such a subscription list that he will be proud to tell the exact truth about the circulation. He should cooperate closely with the advertising man, in order that the latter can give advertisers the detailed information that many of them wish with respect to quantity, character, and distribution of circulation, etc.

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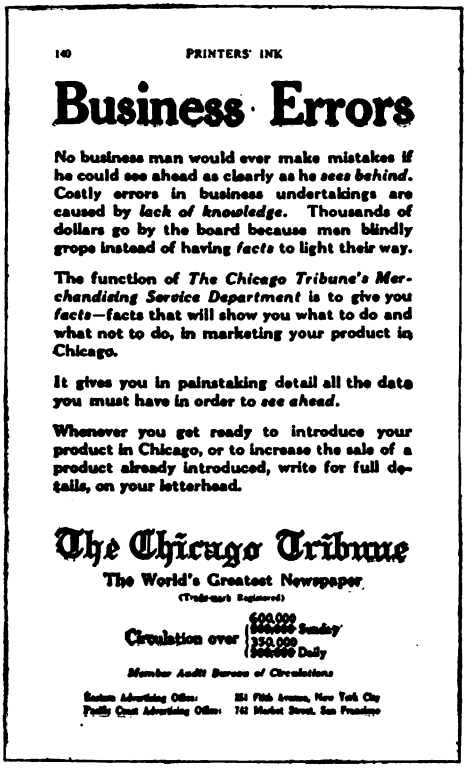
19. Advertising Editorial and Circulation Features.—Strange as it may seem, publishers are usually weak in their own advertising. It would seem that the man who has advertising space and service to sell should, above all others, be the man who can advertise his commodity successfully. Nevertheless, it is uncommon rather than common to find a



140 PRINTERS' INK

Business · Errors

No business man would ever make mistakes if he could see ahead as clearly as he *sees behind*. Costly errors in business undertakings are caused by *lack of knowledge*. Thousands of dollars go by the board because men blindly grope instead of having *facts* to light their way.

The function of *The Chicago Tribune's Merchandising Service Department* is to give you *facts*—facts that will show you what to do and what not to do, in marketing your product in Chicago.

It gives you in painstaking detail all the data you must have in order to *see ahead*.

Whenever you get ready to introduce your product in Chicago, or to increase the sale of a product already introduced, write for full details, on your letterhead.

The Chicago Tribune

The World's Greatest Newspaper

(Trade-mark Registered)

Circulation over 600,000 Sunday / 350,000 Daily

Member Audit Bureau of Circulations

Eastern Advertising Office: 151 Fifth Avenue, New York City
Pacific Coast Advertising Office: 742 Market Street, San Francisco

FIG. 1

publisher who, in his advertisements, imparts any information of real value to the advertiser. Publishers' advertisements are usually generalities of such nature as, "*The News* pays others; it will pay you," "*Record* readers have money to spend; don't you want some of it?" "*The Blank Magazine* carried 10 pages more advertising this month than it did last month," "*The*

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TALKS ON ADVERTISING—NO. 6

How Alexander Untied the Knot.

By Herbert Kaufman.

Alexander the Great was being sho[illegible] Gordian Knot. "It can't be untied," th[illegible] man who tried to do it fell.

But Alexander [illegible] rest had flunked [illegible] have to go at it [illegible] wasting time with [illegible] slashed it apart.

Every day a gre[illegible] knot which has prove[illegible] and he succeeds becaus[illegible] fumbler has no show so [illegible] chant who doesn't waste [illegible] the impossible—who take[illegible] about him and avoids the [illegible] downfall.

The knottiest problems in [illegible]

1—The problem of locatio[illegible]

2—The problem of getting [illegible]

3—The problem of keeping [illegible]

4—The problem of minimizi[illegible]

5—The problem of creating a [illegible]

None of these knots is going to [illegible] bling fingers. They are too complicat[illegible] involved together—twisted and entan[illegible] about each other—so intertwined that [illegible] solved singly—like the Gordian Knot *they* [illegible] through at *one* stroke. And you can't cu[illegible] with any sword except the newspaper—bec[illegible]

1—A store that is constantly before th[illegible] makes its own neighborhood.

2—Crowds can be brought from anywh[illegible] daily advertising.

3—Customers can always be held by ind[illegible] ments.

4—Fixed expenses can only be reduced by [illegible] creasing the volume of sales.

5—Good will can only be created through pub[illegible] licity.

Advertising is breeding new giants every year and making them more powerful every hour. Publicity is the sustaining food of a *powerful* store and the only strengthening nourishment for a *weak* one. The retailer who delays his entry into advertising must pay the penalty of his procrastination by facing more giant competitors as every month of opportunity slips by.

Personal ability as a close purchaser and as a clever seller doesn't count for a hang so long as other men are equally well posted and wear the sword of publicity to boot. They are able to tie your business into constantly closer knots, while you cannot retaliate because there is no knot which their advertising cannot cut for them.

Yesterday you lost a customer—today they took one—tomorrow they'll get another. You cannot cope with their competition because you haven't the weapon with which to oppose it. You can't untie your Gordian Knot because it can't be *untied*—you've got to *cut* it.

You must become an advertiser or you must pay the penalty of incompetence.

You not only require the newspaper to fight for a more *hopeful tomorrow*, but to keep *today's* situation from becoming *hopeless*.

(Copyright, 1905, by Tribune Company, Chicago.)

Continued From Page One

once in a while want to in[illegible] sert in the newspapers in the [illegible] hope of securing a husband; [illegible] in other words, a matri[illegible] monial advertisement. [illegible] The young solicitor took [illegible] the advertisement to Mr. [illegible] Block and said, "We do [illegible] want to insert this adv[illegible] tisement in the Blade [illegible] we?" Mr. Block look[illegible] over and said, "Co[illegible] not."

In relating this [illegible] to me Mr. Block sa[illegible]

"A few years ago th[illegible] office was—and it w[illegible] other offices—when [illegible] kind came in, we [illegible] the moment, charged [illegible] giving us the [illegible] the copy that [illegible] questioning co[illegible] serviceable co[illegible] were we [illegible]

We [illegible] about [illegible] question of SHOU[illegible] LISHER NOT [illegible] SHOULD thoroughly [illegible] was pretty [illegible] lated.

We do not all look upon all [illegible] kinds of advertising from the [illegible] same viewpoint. One pub[illegible] lisher may think that an ad[illegible] vertisement offered to him is [illegible] all right, and another pub[illegible] lisher may think that same [illegible] advertisement is all wrong. [illegible] But both of us agree [illegible] that, so far as our experience [illegible] went, THE PUBLISHERS [illegible] OF TODAY with whom we [illegible] come in personal contact [illegible] ARE pretty firmly OF THE [illegible] OPINION THAT THEY [illegible] must not and they WILL [illegible] NOT KNOWINGLY print [illegible] advertisements that are not [illegible] standardized as to character [illegible] We also agreed that THE [illegible] BEST OF US MAKE MIS[illegible] TAKES in spite of careful [illegible] scrutiny of every piece of [illegible] copy that is offered for pub[illegible] lication.

It is not always the easiest [illegible] thing in the world to distin[illegible] guish the right kind from the [illegible] wrong kind of advertisements, [illegible] and it is not always easy to [illegible] keep informed as to the RE[illegible] LIABILITY of firms that ad[illegible] vertise; but exercising a little [illegible] COMMON SENSE, with a [illegible] keen desire to protect read[illegible] ers, will help a lot in cleaning [illegible] up the newspapers of the [illegible] country.

ADVERTISING TALKS

WRITTEN BY

WILLIAM C. FREEMAN

In conversation with Mr. PAUL BLOCK, a successful newspaper special representative, he gave me the following illustration of the IMPROVED CONDITIONS THAT PREVAIL IN THE ADVERTISING WORLD TODAY by contrast with those that existed a few years ago.

One of his young men brought in a classified advertisement to his office the other day from an advertising agency with an order to insert it in the TOLEDO BLADE.

The advertisement was one of these effusive things that foolish young women

Continued on Page 6, Column 3

ABOUT ADVERTISING—NO. 7

The Cannon That Modernized Japan

By Herbert Kaufman.

[illegible] is no longer a man to man con[illegible] ch the merchant and the patron [illegible] *ersonal* bond, any more than bat[illegible] -to-hand grapple, where bone and [illegible] sinew decide the outcome. *Trade* [illegible] *ar* has changed in its aspect—*both* [illegible] *ght at long range.*

[illegible] present day army of heroes would [illegible] ortunity to display the *individual* [illegible] members, just so a merchant who [illegible] his personal acquaintanceship for [illegible] relic of the past—*a business dodo.*

[illegible] anged her policy of exclusion to [illegible] fter a fleet of warships battered [illegible] tsuma fortifications. The Samu[illegible] hitherto considered their blades [illegible] bod enough, discovered that one [illegible] mightier than all the swords in [illegible] *hey could not get near enough to use* [illegible] profited by the lesson. She did [illegible] *further* ramparts were battered to [illegible] as satisfied with her *one* experience [illegible] roceeded to modernize her methods.

[illegible] merchant who doesn't advertise is pretty [illegible] the same position as that in which Japan [illegible] en her eyes were opened to the fact that [illegible] *changed.* The long range publicity of a [illegible] will as surely destroy your business as the [illegible] e foreigners crumbled the walls of Sat[illegible] you take the lesson to heart, unless you [illegible] portance of advertising, not only as the [illegible] ing your business but for *defending* [illegible] must be prepared to face the conse[illegible] as great as that of a duelist who [illegible] in a contest in which his *adversary* [illegible] *the length of his own.*

[illegible] it's *too late* to begin because [illegible] is which have had the advantage [illegible] advertising. The city is grow[illegible] more next year. It needs [illegible] just as it's hungry for new [illegible] *support neighborhood stores.*

[illegible] minated the strength of [illegible] ive cent street car fares [illegible] of being "*around the* [illegible] can reach out through [illegible] aper and draw your [illegible] hile you sit by and [illegible] ticed away without [illegible] ly *new* customers

[illegible] ity to *stand the* [illegible] *urvive without* [illegible] not only an [illegible] *what you al*[illegible]

[illegible] of which [illegible] *eds* are to [illegible] ous for you to [illegible] it would be for a [illegible] asing a *fertilizer* if he [illegible] *profitably increase* his crops

(To be continued.)

(Copyright, 1905, by Tribune Company, Chicago.)

FIG. 2

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Secrets of Successful Advertising

ADVERTISEMENTS help people to decide what clothing to wear, the kind of food to eat, what furniture to buy, and so on.

Sometime ago a lawyer said: "Well, I suppose I see advertisements, but really I don't believe they have any effect on me. I never buy a thing because I see it advertised."

"In that so?" replied his friend. "What make of hat do you wear?" "Sorlson," was the reply.

"What brand of shirt?" "Manhattan."

"What brand of collar?" "Cluett."

"What clothing?" "Kuppenheimer."

"What shoes?" "Regal."

"That's all," said the questioner, laughing, "except that I noticed you signed that letter just now with a Waterman Fountain Pen."

The lawyer, like thousands of others, was wearing from head to foot purchases made as the result of the unconscious effect of advertising.

A generation ago one who bought an advertised article hardly liked to tell about it, for fear of having his purchase regarded as inferior. Nowadays we are more likely to regard the non-advertised article as the inferior; and if we go into a store to buy and the clerk says, "We haven't what you want, but [illegible] something just as good," we instinctively feel the [illegible] impose on us.

People no longer fear that the [illegible] costs more than is right, for they [illegible] advertising, manufacturers and [illegible] hundreds of sales where there [illegible] advertising—thereby enabling [illegible] customer.

In the old days, people [illegible] stores for information. [illegible] shoppers make up their [illegible] half of these purchases be[illegible]

The advertising col[illegible] market-place of this co[illegible]

Copyright [illegible] by S. Roland Hall

Secrets of Successful Advertising

NOTHING appeals more strongly to most people than the opportunity to buy something they want at a price a little lower than usual. The bargain idea is one of the greatest business-producers, but it is so grossly abused that it has its dangers. Remember that sales from reduced-price goods are not likely alone to make the store a last-ing success. Unless the bargains are so satisfactory that many of the purchasers are likely to become regular customers, little good comes of offering reduced prices.

Rightly conducted, the special-price sale gives the merchant opportunity to dispose of slightly soiled or damaged goods, odd sizes, out-of-date patterns, [illegible] stocks, slow-selling goods, etc., at a cost, and it gives a great chance to [illegible] his list of regular customers.

A sensational [illegible]

[illegible] of placing a large order [illegible] give the facts. Don't have a "closing out" [illegible] have statements that you wouldn't believe. [illegible] that confidence by right prices and fair treat[illegible]

[illegible] and the irrational way of offering bargains.

[illegible] Roland Hall

YOUR SALESMAN

This newspaper [illegible] every [illegible] business man [illegible] virtues or not. The man who advertises helps to keep the salesman on the road. The man who refuses to advertise [illegible] the advertiser pays for which. That is the way of the world. Every live man runs the old saying, carries a dozen dead [illegible] to cripple his advertiser wishes [illegible] is good business for the newspaper, to have the advertising of every merchant in the city. [illegible] business for [illegible] to be in the newspaper [illegible] is in the [illegible] newspaper [illegible] of good advertising [illegible] best advertisement a city can have.

P. S.—The advertiser said the newspaper should not be [illegible] and most of all should be honest with each other. [illegible] partners [illegible] the other [illegible] hands back.

Secrets o[illegible]

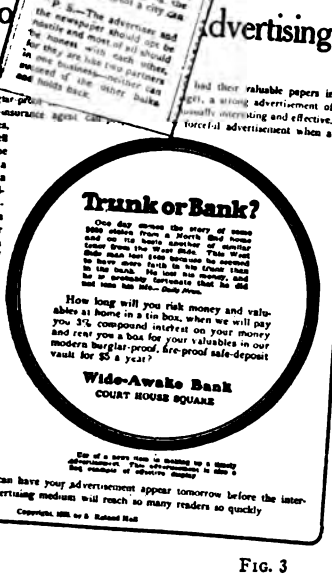
ON THE morn[illegible] tin boxes or [illegible] fire-proof, burglar-proof. The alert life-assurance agent can [illegible] local policy-holder [illegible] leaving his window well provided for. When the burglar is frustrated by a housekeeper who kept a revolver handy, the hardware dealer or the sporting-goods merchant can follow up the newspaper account of the affair with a good advertisement of the safety revolver. The gym-proof refrigerator appeals to people much more strongly if advertised at a time when the city is threatened with a typhoid epidemic. Be quick to take advantage of every such state of the public mind, it will mean hundreds of dollars to you.

The daily newspaper affords an ideal way of doing timely advertising, for if anything happens today to draw public attention to some subject, you can have your advertisement appear tomorrow before the interested has wanted. No other advertising medium will reach so many readers so quickly

Copyright [illegible] by S. Roland Hall

[illegible]dvertising

[illegible] had their valuable papers in [illegible] get, a strong advertisement of [illegible] forceful advertisement when a [illegible] interesting and effective.



Secrets of Successful Advertising

HOW QUICKLY we forget. Can you recall even the year in which President McKinley was assassinated? There are attractive features about your business that even your close acquaintances know nothing about. Inquire and see.

Unless you advertise persistently, the day or the week that you drop out of public notice a customer may decide to buy. Your advertisement not appearing, he or she may go to another store whose advertisement did appear that day, and a regular customer may be lost.

In these busy times we have more to think about than our grandfathers did. People will not remember the kind of merchandise you carry nor the special features of your service unless you keep informing and reminding them.

Copyright [illegible] by S. Roland Hall

FIG. 3

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Bugle will give $1,000 to charity if it cannot prove more circulation than all the other papers of Bragtown combined," and so on. This kind of matter is unimpressive. What the advertiser welcomes is information as to the kind of people reached, how these people live and buy, what arguments appeal to them effectively, the experiences of other advertisers, and so on.

A number of newspapers and magazines have issued highly interesting folders, booklets, and large books giving a survey of the fields they cover—information that could be secured by advertisers in no other way except at high cost. This shows the possibilities.

Being in close touch with the editorial and circulation departments, the advertising department should take hold of the work of advertising the publication and see that the publicity is creditable. Fig. 1 shows an effective advertisement of advertising space and service.

20. Advertising Talks.—A number of excellent series of advertising talks have been produced and syndicated. Some of these have offered the publisher's assistance in advertising, some have been talks on the power of advertising, others have dealt with the various factors of successful advertising and merchandising, and still others have given hints about the preparing and laying out of copy. Figs. 2 and 3 will serve to give an idea of the range of such advertising talks. Instead of purchasing syndicated talks, a number of newspapers have had some one on the staff write the matter and thus give it local flavor; nevertheless, the syndicate matter referred to has been excellent. The Freeman talk is reproduced by courtesy of the New York *Evening Mail,* the Kaufman talks by courtesy of the *Chicago Tribune.*

ORGANIZATION OF AN ADVERTISERS' SERVICE DEPARTMENT

21. Size and Character of Staffs.—What the organization of an advertisers' service department should be depends on the nature and size of the publication. In the case of a small newspaper, perhaps one man will have to be responsible for the entire work and do other work in addition.

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In cities of 100,000 or larger, the advertisers' service department may be important enough to warrant the employing of a good illustrator or the using of part of the time of such a man employed in the news department of the paper.

In newspaper fields, the man responsible for the advertisers' service work will have much personal soliciting to do, unless there is enough work to warrant the employment of two men—one good at planning and copy writing and the other a solicitor—in which case the duties may be divided.

Trade and technical publications and other magazines whose patrons are scattered over wide territory will find it best to separate service work a little more sharply from the soliciting. In such cases, it is usually not necessary that the man in the office possess soliciting ability. However, as some publications do not find it profitable to cover the country closely with solicitors—owing to the wide separation of advertising patrons—the office man will in some cases be obliged to do much mail soliciting.

22. Some of the large publishing concerns that control several trade or technical publications have found it profitable to employ a staff of six or seven copy-writers and illustrators under the general supervision of a capable chief. There are several such staffs in New York City. These departments keep an extensive file of advertising literature of the concerns likely to be patrons of the various magazines and have a special analysis or question blank for the purpose of getting information, as well as printed bristol-board layout sheets and other equipment. When work is done for competitive concerns, the problems are handled by different members of the staff, who are pitted against each other. Luncheons and round-table conferences are held at intervals, much after the plan followed by advertising agencies. The solicitor working in cooperation with such a staff brings in valuable information as to the kind of copy the advertiser wants, good points about the goods, etc., and, in turn, he takes out and puts before the advertiser the copy and plans prepared by the service department.

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METHODS OF WORKING

23. The methods that should be employed in the advertisers' service department must, of necessity, vary according to the particular conditions that exist with the publication. What would be appropriate for a large street-railway advertising concern would not be best for a small trade paper.

24. An Eastern Newspaper's Method.—In one large Eastern city, a newspaper publisher was so much impressed with the work of two young men who were conducting a local advertising agency that he made an agreement with them to look after certain advertising, guaranteeing them a fixed income. At the same time he left them free to do some general work and also free to recommend the use of mediums and methods other than his newspaper when they saw fit. But, of course, they worked principally in the interests of the newspaper, and the name of the newspaper was carried in the title of the agency. This agency at times charged for its service. It succeeded in bringing into the newspaper that it served the largest variety of local advertisements carried by any newspaper in America at that time. This, however, was an exceptional instance. The city in which the work was carried on seemed to be a particularly good field. Later, the method was tried in both New York and Chicago by one of the men who did so well in the orginal field, but without such good results.

25. Charges for Illustrations and Cuts.—Some publishers have found it profitable to be prepared to furnish special illustrations and cuts and to charge a fair price therefor. One New York service staff makes a fixed charge for each piece of copy it turns out for advertisers, and the charge probably covers more than the actual cost of the drawing and the cut when drawings are made. On the other hand, a large national magazine has for years conducted a successful department that gets up good copy free of charge. The publishers agree to let the advertiser use the same copy in other publications after it has been published in their magazine. This

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To be returned at once—whether accepted or not

Close Adjustment Of Tools

A Colburn New Model Boring Mill Feature

(a)

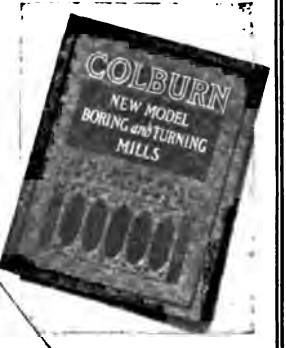
a

Look at the picture. Se
up close to his work, an
the tool without leavin
been brought practicall
traverse.

(b)

b

You know the old way
end of the cross ra
by use of the crank
energy is totally
Mills. Both feed
are splined, and
which fit the spl
turned, with the smal
tool can be set with the g



c

This is only one of the many features which aid
quick, convenient and economical of Colburn New Model
Mills.

Send for copy of our handsome new Catalog.

Company

For the issues

of

This suggestion has been prepared by our advertising department with the hope that you will authorize its use in our advertising columns. It is not for use elsewhere, and if not found available we ask that you kindly return it.

We make no charge for ideas or writing, but invariably charge for artists' work, plates and "stunts" at actual cost to us.

No. A356
By Lock
Type Display Colonsdale
" Body " " T.
Rules 2 pt.

FIG. 4

Digitized by Google

magazine's rate is high, so that an order brings in so much money that the giving of service and even the preparing of special illustrations and cuts is justified. Some newspapers should be able to give a cut service on which a small profit could be made.

26. Importance of Good Layouts.—Fig. 4 shows an illustrated layout just as it was sent out by the service department of the McGraw-Hill Publishing Company. This service department is well known for its high-grade work and for the neatness and care with which the layouts are submitted. A glance at a layout of this kind is sufficient to appreciate the great aid that such work is to a solicitor. It puts a good copy idea vividly before the advertiser; in fact, the impression it gives is almost as good as if the advertiser were looking at a first-class proof of the entire advertisement. Such a layout gives the solicitor something tangible to catch and hold the attention of the advertiser. In the original of Fig. 4, the two illustrations were merely clipped from some of the advertiser's literature and pasted on the layout. It is frequently necessary to have the illustrations drawn in ink or sketched in pencil on the layout.

27. Setting Up Copy.—In special cases, publishers go so far as to set up advertisements and submit proofs on book paper, for the sake of the superior impression that the advertiser receives.

28. Rejected Copy.—It is inevitable that some of the work will go for naught—that some advertisers will not be pleased with the copy submitted. A great deal of time is sometimes devoted to a problem only to have the advertiser finally reject all copy or insist on running an antiquated, overdisplayed card or some ridiculous "stunt." The advertising man has missionary work to do, and he must possess patience and tact. He need not expect to please all advertisers.

29. Large Copy.—The principal object of the service department of a publication is to increase the advertising

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income, and this may be done by preparing as large advertisements as are expedient. This does not mean, of course, that the service department should wilfully advise the advertiser to use large advertisements if small ones can be used to better advantage. Nevertheless, the business side of the work must be considered, and it is a fact that many of the advertisers that use small cards grudgingly would profit by opening an energetic campaign with good-sized advertisements that would bring them into public attention. In trade and technical journals, for example, many advertisers are using commonplace, overdisplayed cards that are almost devoid of interest and information. These advertisers should be induced to use some full-page and half-page advertisements that really tell something about the features of their products. In the local newspaper field, there are some advertisers who should be imbued with the idea of having some sort of special features announced with large advertisements.

The service department need not tell the advertiser in advance that a full page or a half page will be prepared. Striking large copy should be prepared; then the solicitor may work for the order to insert the advertisement.

30. Helping Advertisers With Follow-Up Systems.—As a matter of policy, it is well occasionally for the service department to show its interest in the advertiser's success by offering advice and assistance on his follow-up work, booklets, etc. If the publisher has a job-printing plant, it may be possible in this way to turn considerable of this work to the job department and to include in the printing estimate a charge for the copy-writing assistance.

31. Building Up the Job Department.—A publisher that maintains a job-printing department should reap a double profit from a service department, for the service man, in addition to getting up advertisements, can take entire charge of the preparing and printing of effective catalogs, booklets, folders, cards, and sales letters for advertisers and turn this work to the job department. There are many advertisers that

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are willing to do circular advertising if they can secure the cooperation of capable advertising men.

32. Sending of Sample Copies.—Careful attention to little details sometimes turns into success a venture that would otherwise be a failure. Publishers give too little attention to the sending out of sample copies. Much fun is made of the novice who sends his manuscript tightly rolled, and yet many publishers send specimen copies tightly rolled, which makes examination of their publications decidedly inconvenient. A specimen copy is sometimes mailed without regard as to whether it is likely to impress favorably the advertiser to whom it is sent. A sample copy should be carefully selected and either sent flat in a large envelope or wrapped so that it will not be difficult to examine when unwrapped. Occasionally, pages may be marked for the advertiser's inspection.

33. Proof Service.—It pays to send out good proofs. Orders have been lost many times because the proof was submitted on rough paper with, perhaps, the illustrations smudged. The difference between the cost of proofs taken on damp news stock and those taken dry on good book paper is small, and in the long run the publisher will gain, particularly in dealing with persons who do little advertising. Advertisers appreciate duplicate proofs. A neat trade-mark or a card of some kind should be used on proofs, so that all the proofs sent out will be good advertisements for the newspaper or the magazine.

34. Cooperation With Agencies and Independent Writers.—In the case of a trade or technical paper, the service department handles most of the work and runs little risk of interfering with outside writers. But in the newspaper and general magazine field, where a great deal of business is received from advertising agencies and from local independent writers, the service department must use care not to clash with these other producers of business. If the service-depart-

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PROMOTION DEPARTMENT

The North American

PHILADELPHIA

Outline of SALES and ADVERTISING Plan

Name of Firm_____ Address _____

Products_____

_____

Products to be advertised_____

Do you want a wholesale distributor for your goods?_____

Or ALL jobbers?_____

Do you want an exclusive dealer?_____ Or several of the leading dealers?_____

Will dealers' names be advertised?_____

Will you guarantee sale of goods?_____

Will you consign goods, if necessary?_____

Give price to wholesaler_____ Discount_____

Give price to retailer_____ Discount_____

Are your goods now being sold in Philadelphia?_____

Do you have a local representative in Philadelphia?_____

His name_____ Address_____

How much advertising will be done in Philadelphia? _____

How many papers will be used?_____

What sized copy?_____ How many times a week?_____

Is advertising placed direct _____ or through what agency?_____

If Food or Drug product, does it comply with the Pure Food and Drugs law?_____

Please send sample of the products to be advertised (same will be returned, if desired) and proof sheets of ads.

NOTE.—The above information is to give us an intelligent idea of your proposition and will be held strictly confidential. Any further information or literature will better enable us to analyze the situation for your benefit.

FIG. 5

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ment man finds that some agency or independent man is working on an account, he had better tactfully cooperate with the other man rather than interfere with his business.

35. Taking Charge of Sales.—It has been found advisable occasionally in the work of newspaper service departments to take entire charge of special sales events where the advertiser had no advertising man. In such cases, the newspaper man, for the time, is practically advertising manager for the merchant.

36. Type Books, Layout Sheets, Type Gauges, Etc. A number of enterprising newspapers have published booklets or folders showing their full range of advertising type and borders. This information, while not of great service to the business man who knows little about advertising, will be appreciated by experienced advertising men. Layout sheets, gauges, etc. have proved to be good advertisements for a paper as well as useful for advertising patrons.

37. Mailing Lists.—The files of the service department should contain separate mailing lists of various classes of prospective customers. These lists will prove very convenient when printed matter is to be sent out. Care should be taken, however, not to compile lists that are of doubtful value. A number of leading periodicals have complete files of all advertisers and agencies, together with detailed information as to what man to see about each separate line of business. Such lists must be built up gradually, and they need constant revision.

38. Aiding General Advertisers in Securing Sales Agents.—The newspaper in particular can often assist a general advertiser by interviewing local retailers and inducing them to carry a stock of the advertiser's goods, to cooperate in experimental campaigns, and so on. The blank shown in Fig. 5 is impressive to an advertiser and undoubtedly induces many firms who would not go into the field without some such offer of cooperation to advertise in Philadelphia.

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THESE QUESTIONS

answered in full will give our Service Department the information it needs to make your advertisement more effective. Kindly number your answers to correspond with the numbers of the questions. Information given will be held strictly confidential; for use in the advertising files only.

1 What one or more features are your best *selling* arguments?

2 How does your product differ from the same class of goods made by others? State fully its points of superiority over leading competitors and tell *why*. How about *price* comparison?

3 In what way are you willing to show that your claims are open to investigation? (a) Guarantee? (b) Trial offers? (c) References? State just what each of these are. Can we use them in your ads?

4 Can you give *actual proofs* of how and where your product has lived up to claims? *i. e.*, What records does it hold that can be published?

5 To what class do you want to make particular appeal?

6 If you were trying to sell your product in person, and in competition, what would you say to your prospect? We know that you wouldn't walk in, drop a card, and say, "My machine is the most accurate, durable, efficient, and economical on the market"—and let it go at that. One reason why you wouldn't is because you know that every other salesman can make the same claim. How would you *prove yours?*

If you have a "follow-up" system on inquiries kindly forward us the series.

THE ENGINEERING AND MINING JOURNAL

Hill Building, 10th Ave. at 36th St., New York

FIG. 6

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39. Soliciting a Trial of the Service Work.—It is hardly advisable to outline here a variety of cut-and-dried canvasses for publishers. The man who is competent to organize and undertake good service work should be competent to prepare an effective series of soliciting letters, cards, folders, etc. In Fig. 6 is reproduced a question sheet used to get data for copy. A later addition of this form was in a four-page folder with spaces below the several questions for the advertiser's answers. A still better method, however, when conditions permit is to draw the advertiser out in a conversation. The service department will do well to ask the advertiser for copies of sales-force bulletins, circular letters to dealers, etc. In such material the advertiser will often unconsciously give out excellent selling points.

BUILDING UP CLASSIFIED ADVERTISING

40. Value of Classified Advertising. — Classified advertising is a particularly valuable possession for a newspaper. It is a form of advertising that appeals to a great many persons whose interests do not require large display advertisements. Each classified advertisement brings only a small sum, yet considerable money is realized when there are several pages of such matter. Furthermore, classified advertisements are valuable from a circulation point of view. Such advertisements as "Help Wanted," "Rooms for Rent," "Houses for Sale," etc. bring a newspaper many readers. General advertisers regard very favorably the newspaper that leads in its field in classified business. Enterprising newspapers spend a great deal of money and effort in order to attain leadership in this line. Some make an almost nominal rate for such advertising as "Help Wanted" and "Positions Wanted."

It is suprising how many different lines of classified advertising can be built up. An aggressive solicitor with a knack at writing concise copy can get business from retailers of second-hand clothing, from buyers of old metal, and from an almost endless variety of small and large concerns. Some years ago the New York *Telegraph* started an "Exchange" department,

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in which small advertisements offering certain articles in exchange for others could be inserted. Its success continued, though other papers copied the idea with indifferent results.

41. Methods of Securing Classified Advertisements.—The service department should be able to devise means for increasing classified business. Some years ago the Baltimore (Md.) *Evening News* adopted the plan of making every drug store in the city a suboffice for *News* want advertisements. The druggists were authorized to telephone

The Lost Watch Was Found

The classified columns of the *Record* became very important to Miss Sarah Prentiss, of Green Ridge, yesterday, when she lost a watch that was given to her as a birthday present. It seemed almost hopeless to look for the watch in the deep slush that filled the streets, so Miss Prentiss telephoned this little ad to the *Record* office.

LOST—A small, open-face, gold-case Waltham watch with the initials S. P. on back was lost yesterday, probably on Green Ridge Street or Electric Avenue. Reward if returned to 1810 Electric Avenue.

At 10 o'clock today the watch was returned to Miss Prentiss in good order. Cost of the advertisement, only 25 cents.

FIG. 7

the copy to this newspaper, which advertised this feature and the slogan, "Put it in the News."

Newspapers should be quick to publish news items that show the value of the classified columns. When a reader of a paper advertises for a lost watch, and the watch is soon recovered, a little item with a sermon on the value of the classified advertisement, as shown in Fig. 7, should be printed. Fig. 8 shows two specimens of a long series of excellent syndicate talks designed to build up interest in the classified columns and to enable readers to write and to answer such advertisements effectively.

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How to Write and Answer Classified Want Ads

How to Write a Want Ad to People Looking for a Good Recreation or Summer Resort

THE first purposes of a Summer hotel or resort are rest, recreation, and beautiful, healthful surroundings. Location and natural advantages should be described in detail. State the nature of your place, whether it will appeal to people who want a quiet, home-like place or one that will be liked best by the general public.

Mention name and whether near water or woods. Go into detail as to the accommodations, such as board, character of lodgings furnished, in cottages or hotel. If you furnish fresh country provisions, so state. Mention boating, fishing, and bathing facilities. Tell how your resort is reached, and state specifically any conveniences like telephone, postal services and transportation.

Use your judgment as to the mentioning of pri If you want a select class, it is best to request corr. spondence. Do not forget that you must appeal to people who want to get away from the exciting surroundings of city life with its dust, noise, and heat—people who want a pleasant, care-free place to rest and breathe the fresh air of the country. Put the country SPIRIT into your Want Ad and mention everything that will make a city person WANT to come to the country.

EXAMPLE

CLEAR LAKE MANOR, MICHIGAN'S most select Summer hotel. Situated on the clear, sandy shores of Clear Lake, three miles from Buchanan, Michigan. A delightful, sylvan retreat. Boating, fishing and bathing unexcelled. Surrounded by woods and overhanging green leaves that bathe cool breezes throughout the warm days of Summer. Accommodations for one hundred guests in a new hotel of every convenience. Telephone, postal and bus facilities. Two hours' ride from Chicago. Fresh country provisions daily. Best of cooking, pleasant, cool dining rooms. Every advantage for rest and recreation. Tennis, and golf grounds. We appeal only to those who desire a quiet, home-like, delightful place away from all dirt and smoke. No liquors served on the premises. For further particulars and beautiful, illustrated booklet, Address Clear Lake Manor, Buchanan, Michigan, or L. T., Tribune.

This Want Ad should be Classified under "Resorts."

TO sum up—Appeal to people who want REST and recreation. Give the DETAILS of the value of your place to such people, saying it all in a way that will make anybody WANT to pack up and come to YOUR place.

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How to Write and Answer Classified Want Ads

How to Write a Want Ad to Rent a House, Flat or Apartment

THE rapid growth of the modern city has made it possible for home builders to embody every attractive feature, both in houses and apartments. But even at this, a house has advantages over a flat, and a flat or apartment has advantages over a house. In seeking to rent any one of these there is no place so dignified and so sure of results as a Want Ad in this paper. Objectionable signs are thus unnecessary.

In appealing to people looking for a place to live in, outline in detail the HOME conveniences. If you want to rent a HOUSE, state size, location, transportation facilities, and moral, social or religious surroundings. Tell how heated, whether surrounded by large yard or trees—in fact, explain every modern facility that your house has that would appeal to a person wanting a home. Represent the place EXACTLY as it is. State whether attached or detached and amount of rent wanted. In renting a house, it is well to suggest the advantage of quiet and privacy attached to same.

The average FLAT or APARTMENT attracts more especially young people and people of small families, and they have been made so beautiful and convenient in recent years that they have many advantages over a house. Detail special features, such as fire-place, side-boards, inlaid book-cases, hardwood floors, light fixtures and the like. Mention practically the same other requirements as suggested for renting a house, being sure to say how light flat or apartment is, and on what floor situated. State price. If your house or apartment is a special bargain for the locality, say so.

EXAMPLES

House.

TO RENT—MODERN HOUSE, 4214 LINcoln Ave., opposite Lake Shore Park, 10 rooms, 4 being chambers. Bath on both floors, beautiful finishings, fire places, unique light hangings, hardwood floors, beam ceiling in dining room, conservatory, large closets, elegant mantels, sideboard, and staircase. Steam heat. Large porch, yard, shade trees, and garden. Equipped for easy, economical, sanitary housekeeping. Convenient to car lines. Two blocks from Garfield Library. Barn in rear of lot. Rent $75 monthly. Open for inspection. A. D. White, Trust Building.

This Want Ad should be Classified under "To Rent"—Houses.

Apartment.

TO RENT—BEAUTIFUL JEFFERSON Apartments, 24 66th-pl., near Washington-av., overlooking Lake Charles. 6 rooms with reception halls, first floor, hardwood finish throughout, steam heat, hot water, janitor service, and all modern improvements, burlap, beamed ceilings, book-cases, sideboards, southwest exposure, with side yard, making every room light and cheerful, large private back porch overlooking Jackson Park; 3 min. walk to Ill. Cent. 63th-st. depot, elevated station, and all South Side electric lines. Only short walk to Midway drive and Woodward University. This flat is located in a home neighborhood and is worth investigating; possession within 30 days. $32.50. Apply janitor.

This Want Ad should be Classified under "To Rent"—Flats.

TO sum up—State nature of the home you seek to rent, detail advantages applying solely to it, and make your whole Want Ad breathe a HOME feeling.

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FIG. 8

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42. Real-Estate Advertisements.—Real-estate advertisements increase the earning powers of a newspaper's classified-advertising columns. The service department will do well, therefore, to keep in touch with the various real-estate agents and building contractors. An occasional special number devoted to real estate, with reviews of real estate operations, the growth of the city in various directions, etc., is sure to stimulate real-estate advertising. Most real-estate advertising is without illustration. If the service department will introduce a few good photographs or line drawings of properties, the real-estate columns will be much enlivened.

43. Resort and Educational Advertising.—Resort and school advertising should be solicited in much the same way as advertisements of other classes of business. It is well to get up attractive folders that give good arguments for the medium, and, if possible, they should set forth the experiences of advertisers along such lines. As many advertisers of this class are unfamiliar with advertising terms, measurement of space, etc., it is a good plan in such folders to illustrate, by examples, how much matter can be inserted in the space of 1 inch, how much in 2 inches, and so on, giving the cost in each case. Some large newspapers have found it a good plan to maintain resort and educational bureaus, and, for the convenience of the public, to keep on hand the booklets of all their advertisers.

The advertising of transportation companies should be solicited for the resort page. Railroads have of late years done some excellent advertising along this line. Unless the special-issue plan has been overworked, the publisher may find a resort number and an educational number profitable. In fact, this method seems about the only way to procure business from a great many of these advertisers. Some resort and educational advertising can be secured by mail solicitation, but patient personal soliciting is required for much of it.

44. Mail Solicitation of Classified Advertising. Classified business may be secured by sending clipped adver-

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tisements and the rates for publishing to persons who make use of the classified-advertisement columns of other publications. This plan is a good one, provided such matter is accompanied by strong sales letters and circulars. Whether or not a follow-up system will pay in such soliciting will depend somewhat on conditions. The service department should experiment carefully. If the paper for which the classified advertisements are solicited makes a good showing in its classified department, a sample copy of the paper should be sent with the solicitation.

45. Other Special Pages or Departments.—Some newspapers have built up food pages. Articles by good writers on foods are printed, and special business is solicited from leading manufacturers and retailers of food products. Such pages will bring in small advertisements when it is practically impossible to get the business by any other method. Although the "special-number" and "special-page" ideas are sometimes overdone and are often of more value to the publisher than to the advertiser, nevertheless they stimulate advertising.

QUALIFICATIONS FOR SERVICE-DEPARTMENT WORK

46. If the service department is of the class that requires the copy-writer to do personal soliciting, it would be useless for a man who disliked soliciting to undertake the work. Nevertheless, it should be considered that this sort of soliciting is not so hard a task as some other kinds. The solicitor for a service department has something definite to offer; and the expert who goes to a business concern with the proffer of real assistance is rarely turned away without a fair hearing. Contrary to the popular idea, the successful solicitor is not always the man who has the "gift of gab." Some of the most successful solicitors are not great talkers, but confident men of good address who know their ground thoroughly and can talk to the point when they do speak.

The advertisers' service work that is carried on largely through the mails requires a skilful correspondent.

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47. Opportunity for Development.—The varied character of service work makes it broadening The advertising man has a chance to prepare plans and copy for many different advertisers as well as an opportunity to see the results. Contact and acquaintance with a large number of concerns or business men is valuable. The work is much like advertising-agency work, and is excellent preparation for it.

A good feature of the work from the advertising man's point of view is that it is comparatively easy to show the publisher at any time what the department has accomplished. It is certain that no publisher will willingly release a man whose work is showing a good profit. There are newspapers and magazines that can afford to pay large salaries to the man who has a good record with a small publication.

A new service department should not be expected to show a profit for the first few months. It should have at least a year to get a balance on the right side of the ledger.

48. Salaries.—Some publishers prefer a part-salary, part-commission form of compensation, believing that such an arrangement is likely to produce more new business. This matter and the amount of salary must, of course, be regulated by the conditions in the publisher's work.

SOLICITING OF ADVERTISING

49. The Solicitor's Opportunity.—Inasmuch as most publishers of newspapers and magazines now depend mainly on advertising patronage for profits, it follows that the capable solicitor of advertising is a very important member of the publisher's staff. The solicitor is even more important to the controllers of street-car and outdoor advertising space, for in such branches the entire income depends on the sale of advertising and, consequently, on the work of the salesman.

No man in any branch of the advertising business has a greater opportunity than the advertising solicitor who is fitted for his work. The solicitor is a producer, and he can command the good salary that producers command. Besides having a

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definite salary, he often gets a commission on all business that he secures above a certain amount. There are many advertising solicitors of the higher class earning salaries of $75 to $100 and more a week. To command such a salary, however, a man must be of strong, broad ability.

The delving into the experiences of many advertisers and coming into contact with strong men affords the solicitor the opportunity to acquire a broad knowledge of advertising and business affairs, as well as a mastery of himself and of other men.

The successful advertising solicitor is not a mere canvasser. He regards himself a representative in the best sense of that word, and he looks on his calling as being as honorable and agreeable as that of the editor or the business manager. Surely no work could be more important than that of producing the income by which an institution is sustained. The real salesman in any business is not the man who merely takes orders to fill an existing want, but the man who goes out and actually creates wants.

SOLICITING FOR NEWSPAPERS

50. Newspaper Advertising Fields.—The advertising income of the newspaper is drawn from two distinct fields —the *local field* and the *general field,* the general field being sometimes called the *foreign field.* The word *foreign* includes all advertising but that which comes out of the home city and the immediate surrounding territory.

51. Local Field.—The make-up of the local soliciting staff of a newspaper will necessarily depend on the size and the prosperity of the newspaper and its field. There are papers that get along well with one solicitor. In small towns, the editor of the paper or the business manager must occasionally act also as advertising man.

In large cities, an aggressive newspaper will sometimes have four, five, or six local solicitors, among whom the work is divided according to each man's ability. As a rule, with large papers the classified-advertising department is organized apart

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from the display advertising and is put under the charge of a man who specializes on classified work. Sometimes the resort and educational advertising is put under the charge of one man. There are other cases where, on account of the book or financial advertising that may be had, or on account of a solicitor's strength in working up such business, it may be expedient to have one solicitor look particularly after these special lines.

The soliciting staff is ordinarily responsible to the advertising manager of the newspaper or to the business manager. Some newspapers do not create a position with the title of advertising manager, but have the business manager of the paper assume the responsibility.

52. In order to become a successful advertisement solicitor a man or a woman should possess soliciting ability supplemented by a good knowledge of advertising conditions. He or she should be able to talk intelligently and convincingly to advertisers in behalf of the newspaper, magazine, or other medium represented, and should be competent to advise new advertisers as to the best plans, and to assist in preparing copy when called on to do so. One who possesses these qualifications to a marked degree will find the space-selling branch of the advertising field attractive and remunerative.

The position of advertisement writer and the position of solicitor, provided one has some soliciting ability, are the easiest of all advertising positions to secure. In nearly every city of any size there is some publisher ready to give a trial to any progressive person that can help build and maintain a good advertising patronage for the paper. Then there are magazines that require representation, and outdoor advertising companies, street-car advertising companies, theater-program publishers, directory publishers, etc. that need capable men to sell their space. However, something more than the desire to have such a position is necessary in order to secure it; and to get results the advertisement solicitor must be able to do more than to go around to advertisers and tell them that their business is wanted.

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53. It has not been a great many years since the advertisement-solicitor was regarded as a mere "copy chaser," whose duty was to call on advertisers and to "jolly" them into giving the solicitor's publication an order. Today advertisers have little time for the solicitor who can give no interesting information about the medium he represents, nor outline any plan by which the advertiser could use the medium profitably. The mere fact that the solicitor believes, or says he believes, that his medium would pay means nothing to the experienced advertiser. The advertiser must see *why* the medium is likely to pay him before he spends his money. Therefore, if the advertiser is marketing something that is bought by women, the solicitor should be prepared to show that his medium is read by women, that they are the class of women likely to become customers of the advertiser, that the proportionate cost of reaching these readers by the use of the solicitor's medium is low. Circulation figures, the actual experience of other advertisers, and all other information of this kind will be pertinent. The kind of solicitors that publishers want are those who have this ability to develop advertising, to help those who are doing poor work to do more and better advertising, and to show business people who are not advertising at all how they may do so profitably. In brief, the successful solicitor must have creative ability.

54. The work of the advertisement solicitor is broadening, for he has the opportunity to look into the experience and plans of many advertisers; and if he profits by this experience, he is likely to receive offers of good positions as advertising manager, which usually is his aim, unless the publication that he serves is such an important one that the position of solicitor, without further increase of responsibility, affords compensation that fulfils his ambition—which is not usually the case. Active work as a solicitor throughout a number of years is just the kind of experience that an advertising or business manager of a periodical should have.

55. The advertising manager or the business manager directs much of the soliciting work in about the way that an

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FIRM _____

SEE MR. _____

STREET _____

CITY _____

GOODS _____

WROTE _____

CALLED _____

REMARKS _____

FIG. 5

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editor directs the work of his reporters The morning mail may contain a request for advertising rates from a local business man or from a firm within easy reach, or a telephone inquiry or some other hint may come in. The manager in such a case will assign a solicitor to the job of handling the inquiry skilfully

It is a common practice among solicitors to examine carefully all competing publications to find out what space regular advertisers are using, as well as to take note of new advertisements. But the aggressive solicitor does not depend for his "leads" on what he sees in other newspapers or upon those that the manager gives him. Through business acquaintances and by keen observation he gathers hints as to what business concerns might possibly be prevailed on to do some advertising in his paper. Sometimes it may be necessary to make a dozen or more tactfully arranged calls in order to induce some timid business concern to start an advertising campaign.

56. Usually the manager will have a card system or an envelope system and will require a regular report from the solicitor. Some newspapers require their advertising solicitors to make a report at the end of each day, showing the calls made, the result of such calls, and the amount of advertising inserted that day by their customers. It is a good plan for the solicitor to keep a careful private record of all his work. Fig. 9 shows an envelope form that may be carried conveniently in the pocket. The chief advantage of the envelope system is that clippings and memoranda may be placed within the envelope. Fig. 10 shows a good example of a solicitor's card.

57. When a solicitor gets into good relations with an advertiser, it is the general practice to have that solicitor attend regularly to the interests of that advertiser. The number of advertisers that one solicitor will look after depends on the amount of attention that the advertisers will require. Ordinarily, a solicitor will have twenty to thirty advertisers on his list, some of whom use space only irregularly and on whom very frequent calls would bring no result.

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58. It often happens that just as much skilful soliciting is required to get an advertiser to use the space contracted for as was required to get the contract. An advertiser, for example, will contract to use $250 worth of space in a certain newspaper during 12 months. Afterwards, he may lose his enthusiasm about that newspaper and prefer to do most of his advertising in another paper; or he may grow conservative about advertising and use little or no space in any paper. A newspaper cannot very well undertake to sue a firm for the failure to use space. About all that can be done ordinarily

S. ROLAND HALL

REPRESENTING
THE BALTIMORE NEWS

FIG. 10

is to compel the payment of short-time rates for the amount of space used. Therefore, getting an advertiser to use space is rather a matter of tact than of force.

59. When a solicitor secures a contract it is put before the advertising manager or the business manager for approval. Unless given special authority, a solicitor has no right to change card rates nor to promise to give, free of charge, positions that are charged for at extra rates.

Regular advertisers usually make their contracts once a year and at that time fix on a rate that will prevail on all advertising done during the 12 months. Until the contract expires there is no question about rates. The matters to be looked after are confined to seeing that the advertiser uses

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his space and gets the position and service agreed on. Contracts are not always renewed with ease if the publisher demands a higher rate on the renewal.

60. Copy secured by the solicitor from regular advertisers does not have to be put before the advertising manager or the business manager unless it involves some special question. Such copy, together with the necessary directions, is merely turned in at the counter to the advertising clerk.

In many cities a number of firms who use large space regularly, maintain their own messenger service, leaving little or nothing for the solicitor of the paper to do except to call now and then, keep on good terms, and act as adjuster of little differences.

The new advertiser is ordinarily the one that requires most attention. Carelessly handled, he may beome discouraged and discontinue advertising. Handled skilfully, he may become an enthusiastic user of large space.

A good service department can be of great assistance to the solicitor in developing new advertisers, for as a rule the skilful solicitor is not at his best as a copy-writer and he needs the cooperation of a writer.

61. General Field.—National advertisers and advertisers who are aiming to cover only a part of the national territory often make free use of newspapers. Publishers are eager to secure this general advertising because it makes a valuable addition to the home patronage. But the national advertiser is a little more independent than the home advertiser. The large retail store is practically forced to use the leading daily papers of its city; there are no other mediums that will cover the field so effectively. But the national advertiser can use the magazines. He may not be aiming to cover all of the country anyhow, and if the newspapers of one territory are too independent, he may spend his money elsewhere with perhaps just as good results.

62. Some newspapers follow the practice of sending out the best solicitor on the home-office staff to interview national or general advertisers. The usual method, however, is to

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have representation in New York and in Chicago—the two great American advertising centers. Sometimes arrangements are made for representation in other cities. If a newspaper is one of very large interests, it may prefer to have a "special representative" in both New York and Chicago to attend to its interests solely. By far the greater number of newspapers, however, are represented in combination with other papers; that is, a New York special representative (sometimes called merely a "special" or a "special agency") will represent from two to twelve different newspapers and cover all territory east of Pittsburgh, while another special representative will represent the same papers in Chicago and cover all territory west of Pittsburgh.

A strong paper, if represented in combination with others, will preferably be associated with papers of about the same class. Four strong afternoon papers, for example, make a good combination, for the special representative will be able to argue consistently for the use of afternoon papers in all of his solicitations. The paper of only moderate strength cannot always choose its associates, but may be fortunate to secure the services of a reliable special representative, though he may already be representing seven or eight papers.

Solicitors spend most of their time calling on advertisers or the advertising agencies that control the accounts of general advertisers. It is necessary for them to travel considerably.

63. A great deal of this soliciting work is done on commission, and some solicitors prefer the commission arrangement. Some publishers, however, believe that the straight-salary arrangement is better, because it does not tempt the special representative to offer to give advertisers a part of his commission. The special representative's commission should not be confounded with the commission granted by publishers to recognized advertising agencies, for the special representative, though his organization may be called a "special agency," is not an advertising agency, but a solicitor.

Whether the salary agreed on is to cover all expenses incurred by the special representative, or whether he is to

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have an expense allowance in addition to his salary, is a matter to be decided by him and the publisher. If the publisher is to pay the representative's expenses, it will be necessary occasionally for expense money to be advanced; and of course the conscientious representative will keep careful record of all expenditures, submitting an itemized account at the end of each trip.

64. Necessarily, there is much correspondence between the special representative and the home offices of the newspapers he represents, as well as between the special representative and the advertisers and agency men that control general advertising. Some of the most successful representatives in a city like New York employ four or five men for outside work, as well as a large office staff. It is common for the special representative to be entrusted with the work of preparing such circular literature and advertisements as will likely impress general advertisers with the value of the newspaper.

65. The solicitor in the local field has a big advantage in that the business men of the community are familiar with the newspaper he represents. The general advertiser will not ordinarily be so familiar, for his work is done with hundreds of newspapers. He is more independent about rates and special positions, and demands the best at the lowest prices. Consequently, the special representative does not always have easy work. A great deal of advertising from general advertisers is accepted by newspapers at cut rates or with promise of full position without extra charge. This is not true, however, of a select group of very prosperous papers.

66. As nearly all experienced general advertisers place their business through agencies, the special representative has to use care, in his interviews with advertisers, not to antagonize the advertising agency. The agency and the advertiser may have had conference after conference and finally decided on certain territory and the use of certain newspapers. The special representative of a newspaper that

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was not put on the list of papers to be used may hear a little late of the likelihood of the advertising going out, but he gets on the scene and puts up a strong argument for the use of his paper. Possibly he may be so convincing in his talk that the advertiser will give his agency a formal order to use the representative's paper; or he may be able only to make the advertiser doubtful as to the judgment of the advertising agent.

If the special representative succeeds only in getting his paper added to the list, there is not so much danger of trouble, for the advertising agency will then merely get a little more commission. The greatest friction occurs when the special representative attacks the advertising agency's judgment and prevails on the advertiser to take certain mediums off the list and substitute others. It follows, therefore, that it is to the special representative's interests to see the advertising agency first as far as possible. If he can go early, while plans are being formed, and get his paper on the list, the chance for discord is practically removed.

The special representative has good opportunity to build up relations with advertising agencies, for in his calls on new advertisers he may be able to turn new accounts toward an agency. When he does such work, the agency cannot with good grace refuse to give the special representative all the consideration he is entitled to.

SOLICITING FOR MAGAZINES

67. With the magazines there is no such thing as local advertising. All advertising is on the same basis. Of course, in a city such as New York or Chicago there may be enough advertising patronage for a prominent advertising magazine to keep several men working most of their time in the local field, but the advertising is solicited and paid for on the same basis that out-of-town business is handled.

Much of the information that is given on preceding pages with reference to the work of the special representative of the newspaper applies also to the magazine representative.

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68. The most prominent magazines are usually represented singly by a strong man in the eastern field and by a strong man in the western field. In the case of a magazine of very large interests, the staff in each of these sections may number two to four or five men. As much national advertising is placed from New England, it is the practice of some magazines to have a Boston representative; others have a Philadelphia representative. The magazines whose advertising interests are small are usually represented in combination with other magazines, and the effort is made, as in the case of newspapers, to get associates that strengthen each other. For example, there are combinations of religious publications; and in case the representative of such a combination interviews an advertiser who wishes to try a campaign in religious publications, he may be able to secure an order for each publication on his list. Such groups of papers frequently make combination rates.

69. The magazine representative keeps in touch as much as possible with all general advertisers and all advertising agencies. The earlier he gets information as to the plans of advertisers, the better are his chances to get orders for his employer. He therefore makes it a point to spend some time at clubs where he is thrown in contact with advertisers and other representatives. He endeavors to cultivate a broad acquaintance. He takes account of the happenings reported in the magazines devoted to the art of advertising and observes closely the advertising pages of many publications that carry general advertising. In his search for new business in the various cities that he covers he necessarily makes many fruitless calls. However, some of the calls that appear to be fruitless at first bear fruit later.

SOLICITING FOR TRADE AND TECHNICAL PUBLICATIONS

70. So far as the work of the solicitor goes, the situation with respect to trade and technical publications is little different from that of the general magazines. Trade and

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technical publications, however, appeal to a particular class of people, which fact gives the publishers a strong hold on a certain class of advertising. It is true that such goods as electric motors of popular sizes may be advertised successfully in general magazines, but there are not many publications that manufacturers of pneumatic riveting hammers or coal cutters can use to advantage, and the solicitors for such publications have strong argument.

71. Many trade and technical publications have such a hold on their advertising patronage that they refuse to grant commissions to advertising agencies, and thus their representatives work almost entirely apart from the agencies.

There is a great opportunity for service-department work in the offices of trade and technical publications.

Whether the solicitor for such a publication will have his headquarters at the office of publication or will work from one of the large advertising centers will depend on how centrally the publisher's office is located and the extent of his interests.

Like newspapers and general magazines, trade and technical publications are sometimes represented singly and sometimes in combination with other publications.

SOLICITING FOR STREET-CAR ADVERTISING COMPANIES

72. Street-car space is sold locally in large cities in much the same manner that newspaper space is sold. The general conditions are well covered in the Section on *Street-Car Advertising*. In large cities, the firm or individual that controls the space usually maintains a service department or has connection with a central service department, so that attractive copy may be prepared and car cards printed for an advertiser who cares for such assistance.

73. As pointed out in *Street-Car Advertising,* the various men and firms interested in street-car advertising have been drawn together to a large extent so as to standardize methods and make it possible for a national advertiser to deal with

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one concern. One central concern now states that it controls three-fourths of the street-car space in America so far as general advertising is concerned. This concern has an unusually efficient service department as well as a very strong staff of solicitors for work on general advertisers. The results of this standardization have been noteworthy.

A comparatively recent announcement was that of a policy against short-time contracts. The street-car men believe that a short-contract campaign, such as one for 3 months, is likely to be disappointing to the advertiser and to injure the opportunity for making him a permanent user of street-car space. So far as the authority of the central organization here referred to extends, no contracts will be made to run for less than 6 months.

74. As general advertisers place their street-car advertising through the advertising agencies to a considerable extent, the street-car advertising solicitor must in his aggressive work aim to work in harmony with the advertising agency.

Incidentally, it may be added that the work done by the promoters of street-car advertising in educating the advertising public up to the real value of street-car space affords a fine example to publishers.

SOLICITING FOR OUTDOOR-ADVERTISING COMPANIES

75. The solicitor for the outdoor-advertising company may sell only space, or he may sell complete metal signs, electric signs, or painted boards and include in his prices not only the cost of the space but the cost of the design and the erecting work. As is pointed out in the Section on *Outdoor Advertising,* the bill boards for poster work are largely controlled by the Poster Advertising Association and there are many cities in which are located independent outdoor-advertising concerns that sell metal signs, painted boards, and electric signs.

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SOLICITING FOR PROGRAMS, DIRECTORIES, SOUVENIR BOOKS, AND MISCELLANEOUS MEDIUMS

76. There are no peculiar conditions to be met in selling advertising space in programs, directories, almanacs, time tables, souvenir books, theater curtains, and other mediums. It is but the truth to remark that often the space in such mediums is charged for at a rate out of proportion to the real value, but this indictment is also true of some periodical publications; and undoubtedly some of the mediums that fall under this heading can be used advantageously by advertisers of certain classes.

A baseball program or score card, or a monthly publication issued by a large Y. M. C. A., may, at the price asked, be a costly medium for most advertisers, but a dealer in products that appeal particularly to baseball enthusiasts or to Y. M. C. A. adherents may get good value for his money. Obviously, the proper course for the solicitor is to study out such special arguments and to approach those advertisers to whom the arguments will appeal most strongly.

QUALITIES OF SUCCESSFUL SOLICITORS AND OTHER PERSONAL MATTERS PERTAINING TO THEM

77. Strong Character.—Enduring success in soliciting requires strong character. The man who is merely brilliant and who works at top speed for a while may make an unusual record; but unless he has or develops the solid qualities that men admire, he is not likely to "wear well." Sometimes men are suprised to learn of the good records made year after year by solicitors who do not seem to be men of especially attractive personality or of brilliant qualifications. The secret usually is that these solicitors possess good, honest qualities that in time attract and hold the esteem of other men.

78. Good Personality.—Personality is hard to define, but it plays an important part in the work of the solicitor. The personality of some men is attractive to a large number

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of those with whom they do business. The personality of other men seems to repel a good proportion of the persons they have to meet. Few persons want to do business with the man who carries a grouchy expression constantly and who is a constant growler about conditions in general. The man who is so timid as to fear to have a decided opinion about anything soon loses respect, while the "know-it-all" is not long in arousing contempt and secret amusement.

It is hardly possible for a man to alter the features of his face, but it is generally conceded that the face is a very good index of the mental man, and that the man of good ideals who holds to good ideals constantly will be read by others as such a man, no matter if nature has not favored him with a particularly attractive countenance.

79. Man is an imitator. The small boy consciously and unconsciously imitates his father and his older brothers, if he has any; and older men imitate more than they are usually aware of. It is not advised that a man should attempt to mimic another. Such performances may be all right on the stage, but not in business life. Nevertheless, every solicitor should have his ideals. He knows men who possess admirable qualities that he would like to possess. It is right and proper that these ideals should be kept in mind constantly, and there is no question about a man's gradually drawing closer to his ideals. For example, a solicitor may have the fault of saying many silly, irrelevant things. He may know another man who is fluent enough, but whose comments seem always to be made at the right time and in the right place and always to the point. By holding the ideal of this other man before him, the solicitor possessing the fault will in time learn to bridle his weakness even if he never conquers it entirely.

80. The young solicitor should analyze himself and make up an inventory of his strong points and his weaknesses. Let him ask others for their frank opinions. There may exist faults apparent to others, but unknown to himself. He may, for example, have the habit of slouching when he walks or when he sits down. He may have the common but unfortunate

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habit of monopolizing conversation—of breaking in rudely on others.

It is one step in the right direction to see a weakness. The next is to uproot it. The best way to uproot a weakness is to cultivate a strong quality that will take the place of the poor one. It is a common weakness of men to be discouraged over failures. If, however, a man will use his failures merely for the lessons they contain—and all failures afford valuable lessons—he can look forward in imagination to his next task and see himself working with greater confidence and greater chance for success. The following illustrates well how a failure was the means of helping a solicitor: An advertising solicitor was once asked by an advertiser how many subscribers his magazine had in Canada. The advertiser was particularly interested in Canada. The solicitor had to confess his ignorance, and because of his ignorance he lost his opportunity to get business during that interview. But the temporary failure taught the solicitor a lesson. Nevermore, he resolved to himself, would he be ignorant of the distribution of the circulation of his publication; and he lived up to his resolution.

81. Sincerity.—Sincerity is, of course, included in a strong character. The insincere man usually betrays himself. No matter how much he may protest his interest and good-will, if sincerity is lacking, the shrewd observer is cognizant of the fact. The sincere solicitor takes a real interest in persons with whom he deals. He shows his interest by remembering his customers and sending items of information that he thinks may be of value.

A number of years ago the solicitor for a well-known farm magazine called on an inexperienced mail-order advertiser who had asked for rates. To the astonishment of the advertiser, the solicitor said frankly that he did not believe the farm paper was the right medium for the advertiser to use. There are still many publishers who would say that the solicitor was unbusinesslike—that he should have secured the order anyhow, though he may have believed that the

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advertiser was throwing his money away. But that solicitor was already doing a successful business; he had a reputation for being square and he did not care to jeopardize it. In the years that have elapsed since this incident that solicitor has grown in power; he has kept his friends; he has apparently gained rather than lost by being straightforward.

82. Persistence.—The solicitor must learn to be persistent without at the same time nagging and antagonizing. Some advertisers can be won only after constant besieging of the most strategic sort. A newspaper solicitor, for example, who had worked for months on a high-class retail advertiser concluded one day to go in and tell that advertiser that he believed he could arrange for space for him on the editorial page—the newspaper sold very little space on its editorial page—if he would make a contract. He prepared a good talk on the advantage of using the editorial page, and he won his order.

The thing to do after a fruitless interview is to analyze the situation and find out why the interview was unsuccessful, and then go prepared to do better next time. Sometimes an advertiser will be found to be in bad humor; usually it is not persistence of the right sort to work on him at such times.

83. Hopefulness.—A few failures will make some men so despondent that they are not fit to go on with their calls. Other men take a philosophic view of their work, and when a call is fruitless look forward hopefully to the next one. No solicitor need expect to do business with all the people he works on; he must expect to meet with rebuffs. But if he is a master of himself and conducts himself creditably, he comes out of every situation a winner in that he has earned a new experience though he may not have secured an order. Some one has remarked truly that there are two kinds of compensation—what we earn and what we learn.

84. Courage.—Timidity can be overcome. One of the most successful special representatives says that when he first began soliciting work, after a number of years as an inside

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man, he would at times walk up and down in front of a store, hesitating to go in and ask for business even when he believed there was a good chance of getting it. He forced himself to overcome that man-fearing spirit. The solicitor needs only to remember that any other man is only a man like himself. The worst that an advertiser can do is to give a gruff answer, and that never really hurts any one except possibly the man who gives it. The solicitor must keep in mind that some advertisers talk in a contrary way simply to disconcert the solicitor and to get rid of him; therefore, when the solicitor allows himself to be insulted, he is simply pleasing the other man. A well-known minister of great tact and power says he follows the rule of never allowing any man to insult him. He says if the other man does not mean to insult, he is broad enough to overlook the incident, while if a man really tries to hurt his feelings he simply will not give the offender the satisfaction of knowing that he accomplished his purpose.

The solicitor, like other men, finally discovers that he never has to cross a great many of the bridges he has possibly dreaded crossing. Some of the men that he shrinks most from approaching prove, in the interview, to be the easiest to do business with.

85. Self-Control.—In dealing with a man who is insulting in his remarks, it does no good to fly into a rage and abuse him. It is often advisable for a man to preserve his self-respect, but this should be done in a dignified, manly way rather than by descending to the methods of the street-brawler.

A national advertiser who was constantly in a state of partial intoxication once endeavored to insult a newspaper solicitor by declaring that he did not know him, had never advertised in his paper—the solicitor had called to renew a contract that expired the following week—and wound up by asking why the solicitor came around bothering him, declaring that he didn't want to be annoyed but would do business with the paper direct if he ever wanted to advertise in its columns, and so on.

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The solicitor heard him through, merely looking his man straight in the eye and keeping back hot replies. Finally, when the advertiser had ceased his ire-arousing talk, the solicitor asked: "Have you finished?"

The solicitor went on firmly, stepping inside the little office gate to show the big man that he was not in the least intimidated: "I have come here on a business errand. You don't have to do business with my paper unless you want to; we don't have to carry your advertising; we can get along without it; but you will have to talk to me like a business man."

He spoke without anger, but with considerable firmness, and he forced the other man to discuss the renewal in a businesslike way. This solicitor secured not only a renewal but an apology, and he went off, feeling that he had won a victory, whereas a sensitive, hot-tempered man would merely have raised a general row and accomplished nothing.

86. Tact.—A magazine solicitor once went into the office of an advertising agency, and, talking to the man who had made up the list of publications for the advertising of a home fire-extinguisher, spoke contemptuously of certain magazines included. "Cheap trash," he declared, "why not use a magazine like mine, when practically every subscriber we have owns a home?" He really had excellent argument, but he spoke without humor and his ill-spirited criticism on the agency man's judgment did no good. The agency man, with good self-control, remarked with a little touch of humor on the other man's "righteous indignation," but he did not change his list. In a case like this, if the solicitor of the higher class of magazine had concealed his ill will and proceeded in an earnest, forceful way to show the agency man how the list of publications could be improved, he would likely have gained his point.

87. A newspaper solicitor whose paper was already carrying small single-column advertisements of a savings bank noticed that the same bank was running a series of double-column advertisements in a rival paper. He rushed to see

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the man who controlled the advertising, who was, by the way, a man of considerable experience in financial advertising. "Say, old man," he began, with a familiarity that was out of place with the man he was talking to, "why can't we have that big copy you are running with the_____?"

This was a poor way to begin his argument for the bigger copy, and he proceeded to be still less tactful by turning over the pages of his paper, referring to the space of the bank as "dinky," and comparing it with the advertisements that other banks were using in the newspaper. When he went further and began, with much "cocksureness," to tell the advertising man that quadrupling the space would give about eight times as much force, the advertising man began to grow sarcastic and asked if a half page would be better, if a full page would be still better, if two full pages would pay still more proportionately, and finally ran the solicitor's argument out to absurdity. The interview wound up in a controversy, and that solicitor afterwards had a hard time in his efforts to do business with that bank's advertising man. His lack of tact proved costly.

88. Take, as another example, the method of a solicitor for an outdoor-advertising company. The advertiser doubted, as many advertisers do, that outdoor advertising really had any value for his business.

"Don't you think that the theaters of this city do a good business?" he was asked.

He admitted that they did do a good business, and then he was obliged to admit the fact that the theaters were promoted in that city mostly by outdoor advertising—that he was more often apprised of the features of the theaters by the bill boards than by any other method. He felt obliged to admit, too, that a good poster would carry about all that he could remember about various well-known products. The solicitor wound up by submitting interesting statistics from several thousand persons, showing that they traded at certain stores more because of a general impression of that store than by reason of particular offerings of merchandise.

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This solicitor won by tactful reasoning—by appeals to the other man's good judgment—rather than by controversy.

89. Energy.—The person who imagines that the successful advertising solicitor lives a life of ease should not take up the work. True, the solicitor is more independent than the office man and can manage his time largely to suit himself, but he must lay out his time to the best advantage if he is to make it count for something. The solicitor who is not alert to pick up information and quick to act on it will probably be late in his dealings with men about to place advertising; and he will have a much harder fight to get business than the man who is on the ground early. Then, too, in order to have a fair chance to land a contract, a man often has to put in hard work investigating a certain situation and going well prepared. A bit of information may make it necessary for the enterprising solicitor to take a midnight train and a long drive early the following morning, in order to get an interview with his man at the right time. Sometimes when he is thoroughly tired, it may be necessary to brace up and be at his best for a few hours more in order to do justice to his employer in an important deal. At times there may be half a dozen important calls to make before the departure of a train that the solicitor feels he should take in order to attend to important matters elsewhere. In such cases, he must be thoroughly in control of himself in order to do his work properly. But the work grows attractive. Men have gone into soliciting work, feeling at first that it was too much of a strain, and have grown in power quickly.

90. Enthusiasm.—Enthusiasm is contagious. The man who studies the thing he is selling until he is brimful of enthusiasm about it will convince many men by his obvious confidence in his statements. There are many publications that are mere names to an advertiser until an aggressive solicitor comes along bubbling over with the spirit and power of his publication. He gives that publication individuality. The advertiser begins to feel that he knows the newspaper or the magazine and is then in the right state of mind to con-

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sider it favorably. Publishers can give facts and arguments in letters and printed matter, but this sort of work is never so effective as the same information conveyed through a man of good personality who thoroughly believes in his work and who endeavors to give his patrons a square deal.

91. Ability to Talk.—The successful solicitor must be able to talk well, but at the same time he must know enough not to talk too much. Confidence is gained by proper consideration of the other man taking part in the conversation. Mere chattering does not win orders. There must be a real message behind the talk. The man who believes in his work and primes himself with an enthusiastic knowledge of it is not likely to have serious difficulty in talking interestingly and convincingly.

92. Ability to Use Good English.—Use good, strong, expressive English, but avoid gross exaggerations, profanity, and vulgar talk. If a solicitor says "them things" for "those things," "hain't" for "aren't," "ain't worth nothing" for "isn't worth anything," some of the persons he talks to will not be favorably impressed.

A little review of English will enable any one to weed many of the faults from his speech.

93. Ability to Listen Well.—There are more good talkers than good listeners. The solicitor should give close attention to what the other man has to say. This will not only be taken as a compliment, but will really give the solicitor a chance to direct his own reply properly. It is easy enough to tell when a man is really listening keenly and courteously and when he is merely pretending to pay attention. When an advertiser is given a fair chance to express himself, he will likely give some hint as to the proper argument for the solicitor to use.

94. The Question of Entertainment.—In past years the favorite method of a great many solicitors has been to invite the advertiser to luncheon or to the theater, and to endeavor to give him such a good time that he would give

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an order as a matter of friendship. This kind of soliciting is going out of practice. There are occasions, however, when it is good policy for the solicitor to ask an advertiser or an acquaintance to dinner or to join him in some entertainment. But there are advertisers who resent such favors, who look on every invitation to a dinner as a part of the solicitor's scheming, and who insist on doing all their advertising business on a severely plain business basis. It is a part of the solicitor's job to size up his man and see whether or not an invitation to a meal will be taken in the proper spirit. When the invitation is given with genuine cordiality, it is less likely to be misinterpreted.

95. The Favorable First Impression.—First impressions are usually strong. The solicitor should leave nothing undone that will help to make a favorable impression. Dirty finger nails, bad-appearing teeth, hands yellow with cigarette stain, the habit of picking the nose, coughing without turning the face aside, picking the teeth, spitting on the floor, "dirty" jokes, etc. are more than likely to prejudice people.

It is better not to take a seat in an easy chair, and it is never advisable to take the chair of the man on whom you are calling. To sit while the prospect stands places the solicitor at a disadvantage, and vice versa. Before entering an office on a wet day, the shoes should be cleaned or the overshoes removed. No one likes to have the office rug or floor tracked with mud.

There is not space in this Section to discuss fully the problem of studying men; however, the advertising solicitor, like other solicitors, must train himself to observe keenly and to adapt himself quickly to conditions. The expression and the handshake affords hints as to whether the business man may be dealt with in a cordial manner or whether the solicitor had better refrain from cordiality and state his claims in a dignified manner.

96. Personal Appearance.—Although clothes do not make the man, it is well for the advertising solicitor to be as well dressed as possible. This does not mean that it is

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necessary for a man to be dressed expensively. In fact, overexpensive clothing may make the advertiser as critical as he would be of shabby clothes. No man, however, should go around habitually in baggy, spotted clothes when trousers can be pressed for 25 cents or less and a suit cleaned at a moderate price. On the other hand, it is a mistake to dress loudly and be put down as a dude or a sport. The solicitor should merely aim to appear as an earnest, well-bred, neatly dressed man.

When the solicitor goes out feeling that he is prepared to make a favorable impression, he has added power. When he goes out with several days' growth of beard and with soiled cuffs and collar, he cannot help being conscious of his poor appearance, and that consciousness detracts from his power.

97. Courtesy.—Courtesy is one of the greatest assets that a solicitor can have. It costs nothing to be polite. A man who walks into a place with his hat on when custom demands that it should be removed, or that shows himself ignorant or neglectful of the rights and comforts of others, will be put down as a boor. Says the president of the great Chemical Bank, of New York, "If I could speak twenty languages, I should preach courtesy in them all."

A man may be very aggressive, and yet show his good breeding by polite manner and speech. Some of the most successful salesmen and solicitors attribute their success partly to their care to be polite and considerate with stenographers, telephone operators, clerks, and even office boys.

At the same time, if a solicitor is waiting to see an advertiser and he passes through the outer office, the solicitor should not allow an extreme feeling of courtesy to keep him from taking the opportunity to get the attention of his man. The successful solicitor must be ever alert and aggressive.

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HINTS ON CONDUCTING A CANVASS

98. Getting an Interview.—Some of the men who control the buying of advertising space are hard to reach, but as a rule both advertisers and agency men are committed to the general policy of giving the responsible solicitor at least a brief hearing.

Nevertheless, it is true that unless the man with advertising patronage to give out is approached early in the forming of his plans, when he may be eager to get data on mediums, he will be in a negative or a neutral state of mind. He knows, from the very nature of the solicitor's errand, that the solicitor is on hand for the purpose of getting some of the advertiser's money; and while he may be impelled by courtesy or some other reason to give a hearing, he is more or less antagonistic to the solicitor's solicitation.

99. The best way to penetrate this armor of conservatism, or negativeness, is for the solicitor first to know his medium thoroughly, and then prepare, before calling on an advertiser, to show him how he can use the medium profitably. The weakness of a great many solicitors is that they trust too much to their personality and their ability to meet questions as they arise. That the solicitor "needs the business" is of no interest to the advertiser; and busy men are growing less and less inclined to give up their time to solicitors who have nothing in their favor but attractive personality, a little general information about advertising, and persistence. "Show me how your medium can be made to pay me," represents the advertiser's attitude. If a solicitor is fortunate enough to be able to tell the advertiser of the successful experience of another advertiser of similar goods, in the use of the publication, he has much in his favor.

There is a solicitor for a technical publication who not only makes full use of the service bureau maintained by his employer, but keeps in touch with the editorial staff, so that he may learn of the tendencies or possibilities in the buying world. Thus, when he goes to interview a manufacturer, he

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is in a position to talk intelligently and to give some good hints.

100. The solicitor for a teachers' magazine that is read widely by both country and city teachers goes into mail-order advertisers' offices along in the spring months and reminds them that the teachers' publication is reaching thousands of intelligent persons whose school work will soon be at an end for the season—that is, that it is then a good time to secure people for summer work. This argument is a strong one to bring to bear on advertisers looking for representatives, and with such an opening the solicitor gets a full hearing.

101. The solicitor for a ministers' magazine once went into the office of a correspondence school of shorthand and opened his canvass by asking why the school did not endeavor to sell to ministers a short course that would enable them to economize in time and labor in their note-making. The idea proved attractive; it was new; and the solicitor followed up his introduction by saying that the publisher had in the home office a man who had written much matter that appealed strongly to ministers. Wouldn't the advertiser allow that man to submit an advertisement that he believed would bring good results from the readers of the magazine? The solicitor went off with a catalog in his pocket and a tentative order for a quarter page. The writer in the office, instead of preparing a quarter page, prepared a very attractive full page and the solicitor came around with a good proof. An order was secured for the whole page, and the page brought such good results that several more page orders were secured. Furthermore, on seeing the advertisement, a solicitor for another ministers' magazine called and secured an order, too.

This incident illustrates not only how good suggestions secure a hearing but also the creative work that may be done by the observant, planning solicitor. It furthermore shows the value of a good, all-around knowledge of advertising to a solicitor. He may not always find it tactful to offer to write copy or to suggest plans; sometimes it would be poor tactics to do so; but occasionally such service is a great help.

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Even the ability to give a good criticism of an advertisement is worth something. Such a solicitor has a better chance than others to secure an interview and is much less likely to hear at the close of the interview that old standing excuse, "Very sorry, but the appropriation is now entirely exhausted."

102. Presenting the Merits of the Medium.—No hard-and-fast rules can be laid down for the presenting of the features of an advertising medium. What the solicitor should say depends on what thorough investigation and study of the medium shows to be true, and also on what the solicitor feels it would be judicious to tell a given advertiser. Some advertisers have to make use of so many mediums that they cannot be thoroughly familiar with the merits of all. When the solicitor's information is pertinent, it is welcomed. To find the "talking points" of his medium, the solicitor should analyze it just as he would analyze any other article or service to be sold. If possible, he should, in all his canvasses, have a strong leading argument that is likely to interest and influence the advertiser.

All points with reference to a medium fall into two general divisions: *quantity of circulation* and *quality of circulation.*

103. Quantity of Circulation.—On the subject of quantity, the solicitor may bring out the power of the publication in national advertising or in its particular territory; the fact that the medium is indispensable; the distribution of the large circulation; proof of the large circulation; offers to make circulation figures part of the contract and to refund a part of the price paid if the circulation falls below a certain figure; probable further growth of the circulation in the near future; and so on. It is generally true that the mediums of large circulation sell their space at a lower price per thousand than do mediums of small circulation. Consequently, the solicitor for a medium of large circulation has the opportunity to show the advertiser how many extra thousands of readers his advertisements will have at no cost. This point is important, because it seems to be the tendency, with new advertisers particularly, to compare the price per page or per

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line without due regard to the number of thousands of persons reached.

104. Quality of Circulation.—The solicitor has broad ground to cover in dealing with the character and grade of circulation. Among the topics that may come up are: Occupation of readers; age; habits; buying power; what they now buy and what they might buy; confidence of readers; attractiveness of the publication's pages; length of time the publication is kept; under what conditions it is read; experiences of other advertisers in the publication; length of time certain advertisers have been using space; and tabulated answers from subscribers on certain points. It may require some time to get a comprehensive lot of answers from thousands of subscribers on certain questions, but such investigations sometimes throw much light on important matters. Farm journals have, by such methods, shown "doubting Thomases" the proportion of farmers that buy high-grade watches, automobiles, etc.; and such methods as these also inspired some of the most notable textile advertising campaigns.

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ADVERTISING LETTERS

LETTER CONSTRUCTION

INTRODUCTION

1. What an Advertising Letter Is.—Any letter, personally dictated, sent singly or in hundred lots, a printed form filled in and intended to look like a personal letter, or obviously mailed as a circular, is an advertising letter, so long as it is designed either directly or indirectly to influence sales. The individual, personally dictated letter should be composed with the same thought and have the same business-getting appeal as the circular letter intended to go to a hundred or a thousand people at one time. Every letter sent out by a business organization should be an advertisement for that organization. It is the silent salesman. If it be badly planned, hastily written, poorly phrased, it represents the firm that mails it as being poorly managed, inefficient.

The simple letter acknowledging an order must be written with the same care as the circular letter mailed to all of the prospective buyers. Good letter writing does not stop with well-written form letters. Every letter must be good, for each has a duty to perform, to help make the company better known, better liked.

2. What a Letter Will Do.—The business-getting possibilities of a letter are unlimited. Any business man may use

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letters and use them profitably. For a postage stamp the customer located in the farthermost corner of the United States may be visited by mail. The letter pays no hotel bills, needs no railroad ticket, waits outside of no man's office begging for admittance. For twenty dollars it may call on a thousand possible customers. The calls may all be made in one day or be scattered over a period of weeks. Knowing the man to be reached, a letter makes the most direct and economical route. And because of the remarkable possibilities of the well-written letter, increasing numbers of business men are realizing its importance.

3. Increasing Demand for Good Letter Writers.—A field of unlimited opportunity lies before the student of the science of business correspondence. Advertisers are constantly demanding experienced correspondents, men and women who can take the inquiries created by advertisements and turn them into sales. The following pages describe the different kinds of letters and explain how to write them. There was a time when business men would depend on chance in the composition of a good advertising letter. Now this is all changed. Tests carried on by expert letter writers have brought to light certain fundamental principles that govern the writing of all advertising letters. These principles must be studied, remembered, become so much a part of the student's understanding that he instinctively knows a good letter from a poor one. Just as the architect carefully plans the structure from foundation to roof, so must the letter writer plan a good advertising letter. The letter must be carefully phrased and yet, first of all, it must be natural. That is one of the real secrets in writing good letters. If the seller writes naturally—and this means writing much as he would talk to the prospective customer—the letter will have a sincere tone that is bound to impress the reader favorably. Let the writer not try to copy another's style, but write naturally, and he will develop a style that is all his own.

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PRINCIPLES OF WRITING ADVERTISING LETTERS

PRINCIPLE 1—KNOW THE PRODUCT. KNOW THE PEOPLE

4. Investigation Necessary.—Strange as it might first appear, the successful letter writer doesn't begin with pen and paper to write a business-getting advertising letter. He does not attempt even to dictate a personal letter to the customer or prospective customer until he has carefully obeyed the first rule in making letters win—and this rule is to know his product and know his people. Therefore, the first essential in writing a good letter is knowing thoroughly the article to be sold. Every detail of its manufacture from raw material to finished product should be known. The writer must know his product so well, believe in it so surely, that his enthusiasm in its goodness is bound to impress the customer.

It is not sufficient to know the product merely; the people to whom it is to be sold must be known as well. If possible, the prospective or regular customers should be studied first hand. This does not mean to call on all of them but to go out and get acquainted, in a general way, with the characteristic types of possible customers.

If a letter or series of letters to machinists is called for, a visit to a machine shop with the view of getting acquainted with the men and learning their views of the product to be sold will help greatly. It is necessary to find out what their objections are, if any, their problems, habits, and way of thinking. Then, back in the office, though it be a thousand miles away, the letter writer can plan a letter to machinists that they will read and understand. And the same rule would hold true in writing letters to any other class.

In selling to women, many large firms go so far as to send men out to make a house-to-house canvass and to get the views of women in all stations of life, learn their problems and their hopes. Farmers are seen on their farms, and their methods of thinking investigated. To do this successfully, the prospect must be known through personal contact and each class must

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be appealed to in a different way. The small-town merchant has problems that his big-city brother knows nothing about. The letter that would appeal to one would go over the head of another. Where a writer lacks imaginative power, he should go even further than the personal visits with possible and regular customers. A scrap book containing clippings from various publications, giving items and showing scenes representative of the surroundings and characteristics of possible customers, will assist. If selling to farmers, there should be illustrations and items descriptive of the farm, the farm home, and farmers' gatherings; or if selling to small-town merchants, views and articles about their stores and the kind of people who do business with these stores. This enables the letter writer to put himself in the place of the men to whom he is writing, to understand and sympathize with their problems and ambitions.

Many writers believe that home surroundings have, possibly, the strongest influence of all. An appeal to the home life often touches a responsive heart chord that makes a world of difference in the pulling power of the letter.

5. Personal Ambition.—Personal ambition is a powerful line of appeal both to men and women for many propositions. Some prospects are interested in anything that will elevate their social standing. Some are ambitious for the future of their children; some to have pretty homes. All men and women are, at heart, ambitious. The business man eagerly looks for anything that will increase his business. The merchant is eager for anything that will lead people to think well of his store. The husband is ambitious to please the wife; the wife interested in anything that will make the home more pleasant for the husband. There are hundreds of different appeals possible, depending on what the letter is trying to sell. The seller must learn for himself what is likely to appeal most strongly to his possible customer, in brief, whether he must appeal to the heart or the brain or both.

6. The Customer's Problems.—The problems of the manufacturer must be studied from a different angle than those of the consumer; the problems of the merchant are different

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from the problems of his customers. The manufacturer, for instance, is interested in anything that will enable him to turn out more work in less time at lower cost. The merchant is interested in holding his present trade and getting new customers. The consumer is interested in buying what he needs at a price he can afford to pay. These are just a few of the problems; one must understand what the conditions and circumstances of the possible customer are, so as to show him convincingly how the article for sale will help him.

7. **Competition.**—Here, for instance, is a fundamental appeal that might be used to possible customers: The manufacturer faces competition; will the product help him meet it? The merchant faces competition; will what is offered help him solve this troublesome problem? The employe faces competition—other men may be after his position. What is there in the proposition that will make him a better workman and aid him in getting ahead of the other fellow? Learn if the possible customer faces competition of any sort; then show him how the product will help win over competition.

8. **Financial Means.**—The size of his pocketbook is an important consideration in writing to the possible customer; for it must be remembered that the small manufacturer, the small merchant, the small business man, the low-salaried employe, cannot buy in the same way, the same things, in the same quantities, as the company or man of larger financial means. To try to sell a small-salaried man a very expensive automobile would be a waste of time and postage. Yet something like this is often tried. To make the proposition attractive, it must be put within the reach of the possible customer. If he cannot pay cash, the writer must be prepared to offer credit. The product might be sold on instalments, or liberal credit, where it could not possibly be sold for cash. The conditions or terms of the selling policy must be in accord with the possible customer's bank account.

9. **Timing Delivery of Letters So They Will Receive Most Attention.**—In studying the habits of the customer or prospective customer, the time and place where he receives the letter should be considered. A great deal of postage is wasted

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in writing letters that arrive at an inopportune time. A letter to a merchant, reaching him on Saturday, his busiest day, would not begin to have the favorable reception that it would were it timed to reach him in the middle of the week. The letter reaching a business executive on Monday, *his* busiest day, cannot possibly receive the attention the same letter would receive if mailed to reach him Tuesday. In the summer time the same executive might consider Saturday his busiest day, for that is the day when he is rushed to complete his work by noon so that he may go away and rest over the week end. In the case of employes of large corporations who are paid either monthly or twice a month, a collection letter calling for the immediate payment of a bill is waste effort if received long before pay day. The busy machinist, kept steadily at his planer, cannot find time to read during working hours, yet the engineer of the power plant often has spare moments when he could read all the literature sent to him.

PRINCIPLE 2—START THE LETTER RIGHT

10. The Opening.—The second rule in the writing of advertising letters is to start the letter right. Tests have shown that practically every one will scan the first few sentences of a letter provided the letter is properly gotten up and the reading made easy. It is human nature to be curious to know what the writer has to say. If, however, the opening is not right, if it fails to attract attention and arouse interest in what follows, the rest of the letter, no matter how good it may be, will probably never be seen.

An important thing to be grasped at the very start is the big difference between the real meaning of the so-called *you* attitude, and the mere use of the word *you*. Statements that are either already better known by the reader than by the writer, or little sermonic paragraphs that make the reader feel like one who is being taught his lesson in school, will have the wrong kind of *you* attitude. It is much more effective to try to give the reader in the first paragraph some real news or a particular bit of information associated with the reader's sense

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of self-interest than a general self-evident statement that merely contains the word *you*. Contrast these two opening paragraphs:

A tame, general *you* appeal that doesn't grip.	1. You judge people by the clothes they wear, don't you? So do others.
Newsy and pointed, and the *you* interest grips.	2. Five years ago I was in line for the job of assistant buyer in my department, but I lost out to a less able man--one who spent twice as much as I did in order to keep up a good personal appearance.

11. What to Avoid.—Trying to attract attention in the opening lines by mere freakishness or something that is not pertinent should be avoided. The writer might win attention by, figuratively speaking, standing on his head, but if when he got on his feet, he tried to make the sale, the prospect might say that he was not doing business with circus clowns. The prospect's interest might be aroused but his respect would be lost. Any opening sentence that secures attention under false colors, to the disappointment of the reader later on, will hurt more than if he never read the letter. Here, for instance, is a specimen of opening sentence that has no connection with the subject matter:

Dear Sir:
Germany said to Belgium--"it is only a scrap of paper"--

But if you visit our Annual Clothing Sale you will find that you can save more than a scrap of paper.

This specimen is weak because the first line bears absolutely no relationship to the sale of clothing; it is foolish to attempt such a roundabout way of attracting attention. The following opening would be undesirable also:

Dear Sir:
You don't know good clothing values unless you come to our Annual Clothing Sale, etc.

The possible customer is offended or antagonized at the very start by being told he does not know something; although it may be true, it is not tactful. It is another instance of the wrong kind of *you* attitude described in Art. **10.**

12. Another thing to avoid in the opening sentence is an insincere attempt to make the letter seem personal. Here is a specimen:

Dear Mr. Smith:
Mr. Jones said to me this morning--speaking of you--I wonder why that man does not buy of us any more.

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The above letter was so poorly printed, the name so badly matched in on the typewriter, that anybody could tell it was sent to a number of names and that Mr. Jones never said such a thing. The letter writer should avoid familiarity. Trying to fool the possible customer doesn't pay.

No letter should be weakened by a hackneyed start like the following:

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Gentlemen:
      We take pleasure in announcing to you, and to all of
our customers, the removal of our offices. * * *
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No one would talk that way. It is not natural. One would more likely say

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Gentlemen:
      You will probably be interested to know that we moved
into our new offices last Thursday. * * *
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13. Opening Appeals.—The chart, Fig. 1, shows three general appeals on which to base the opening of selling letters. These appeals can all be classified under the main head Personal

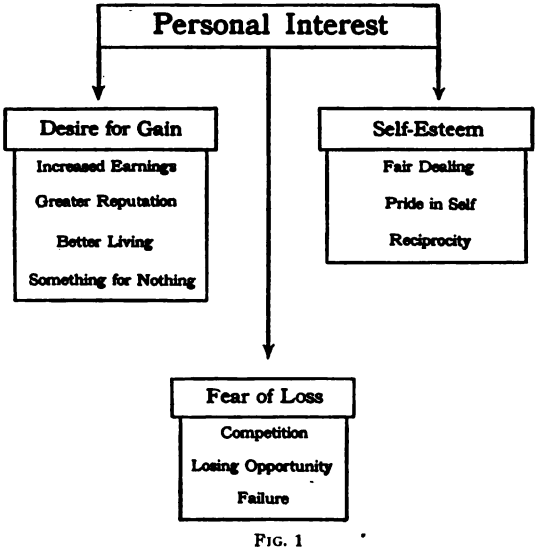

FIG. 1

Interest; that is, something that interests the person addressed—not the product to be sold nor the company selling it, for these do not interest the possible customer; rather, he is interested

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in what can be done for him. Some vital need should be touched upon, some obstacle or tangle that is worrying him, some weak spot that he wants to remedy, some cherished ambition.

Any of these appeals may be used according to the class and character of the people and according to the needs of the particular sales problem.

14. Beginning with the **desire-for-gain appeal,** it will be of value to note how the following poorly worded and commonplace paragraph has been changed not only to attract the attention of the reader but to give him a good reason why he should read the whole letter:

The poor opening—A

Dear Sir:
We are sending you under separate cover our catalogue of books for printers. * * *

An interesting opening—B

Dear Sir:
Would an additional $4 a week added to your salary be worth a little extra effort on your part?

The poor opening A violates the most important rule in starting a letter by opening with remarks about the writer and what he has to sell. This does not interest the possible customer—at least not in the beginning. In opening B, the writer attractively tells what the books will do for the purchaser—he sells service. He does not use the word *we* nor *our*, but rather starts off with something that the prospect is likely to be very much interested in—increased salary.

In opening C, the writer is again guilty of talking about his company, his company's campaigns, his own interests—things of little interest to the merchant.

The poor opening—C

We are just getting out a new advertising campaign and would like to have you act as agent for the_____Brand in_____.

The opening as it should be—D

Suppose I could, without any risk on your part, show you a way by which your store could become the leader in_____

Understand me, I am not asking you to risk one penny unless the idea appeals to you as a keen business man---and even then I guarantee, * * *

In the corrected opening D, the interests of the possible buyer are put first; the best part of the proposition is shown in its

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most attractive form. The appeal of *greater reputation* is applied here. See Fig. 1.

15. In using the **something-for-nothing appeal,** the student should be careful that it does more than arouse mere curiosity. The appeal must be worked tactfully or it will result only in loss. When offering something free in connection with some other purchase, there should be some qualifying statement such as "as described below" (see opening F), so that the reader will not proceed to the second paragraph under a false impression.

The deceptive opening—E

This is positively your last chance to get the Complete Evening's Entertainment outfit free of cost.

The opening as it should be—F

This is positively your last chance to get the Complete Evening's Entertainment outfit of 25 records free, as described below.

16. In the following **fear-of-loss appeal,** competition is made use of. This is a good appeal to certain classes of business men or their employes. The following letter went to manufacturers:

The poor opening—G

We beg to announce to the trade the opening of our new plant (#5) which will be devoted exclusively to the manufacture of New Carbon Steelite (a new substitute for steel for certain uses).

The opening as it should be—H

You have heard, of course, that steel is going up. This means that if you increase the price on your product you give competitors a chance with inferior but lower-priced products. You know how hard it is to get higher prices under present conditions. If you don't raise prices you lose much of your profit--and that's bad.

But here is a new way out of it for you--a real way out--in the use of our new Carbon Steelite---

In Specimen H the writer shows an intelligent understanding of the conditions the manufacturer has to face and what is likely to happen if he raises his prices. Having pictured the chance of loss to the manufacturer, the writer then brings in the use of his product as a means of escaping loss of profits.

17. **Self-esteem,** the last of the three general appeals, is occasionally used in follow-up work or collection letters. This

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must not be overused, and when used must be handled with exceptional tact. People respond to the desire to be fair, the desire to reciprocate for business courtesies and self-pride if this is not put to them too boldly.

In Specimen I is an example of the courtesy appeal used as a last resort to get attention. The reader is made to agree that courtesy pays.

Specimen I

Courtesy between business men--the desire to do a favor and in return have a favor done--does much to create good-will, doesn't it?

Would you be kind enough, therefore, to look over_____ just as you would expect me to look over your_____

18. In using the **pride-in-self appeal,** in Specimen J, the recipient is made to feel that he owes an apology for not answering, and yet this is done without offending the prospect.

Specimen J

I realize how very busy you must be and I assure you that it is not my intention to be too persistent, only I felt so sure that we could be of mutual help to each other that I had hoped for a reply to my fifth letter before this.

19. The following are various successful opening paragraphs and sentences. A study of their phrasing will show that Principle 1, studying the possible customer, and Principle 2, starting the letter right, have both been carefully used.

Dear Sir:
Would a positive $2000 more profits next year interest you?

Dear Sir:
Your own automobile, your family enjoying all the pleasures of life, you, yourself, living better--isn't it worth learning how to obtain all this?

Gentlemen:
Woodrow Wilson--the President of these United States--said "Competition will" * * *

My dear Sir:
Do you know why Williams & Son failed last week after thirty-five years of prosperity? Here is the story--

20. What the Opening Paragraph Should Do. Remember that the opening paragraph must not only attract attention, but must create in the mind of the one addressed a desire for the goods, or a desire to do what is asked. There must be a summing up, in the first few lines, of some striking thing that either the product will do for the possible buyer,

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or some striking thing that will happen if he does what is asked. If possible, the *meat* of the whole proposition should be put in the opening lines, as the examples given indicate. The first paragraph is not aimed merely to attract attention but it must prepare the prospect for what is to follow; the opening should be natural and as near like talking to the prospect as the written word can be. It should be particularly remembered that a good opening paragraph cannot be written unless the proposition and the personal characteristics of the people addressed are well understood.

One successful writer of advertising letters adopts this policy in writing opening lines: He sits back in his chair and imagines that the man to whom he is writing is hurrying by to catch a train; he has only a chance to say six words to attract the hurrying man's attention; what will those six words be so that the man will stop and want to hear more? When he has found an answer to that question, he finds that he has summed up his whole proposition in a very striking way. If he were trying to interest a man in insurance, a very hard thing to sell, he would not say, "You ought to have insurance." But knowing what insurance does for a man, he would call out something like this: "If you dropped dead this minute, what would happen to your wife and kiddies?" That would immediately make the man stop and think. It would do more than attract his attention. It would make him see how easy, after all, it is for his wife and children to be left without a home, without support.

The letter writer must not consider what *he* likes best for the first few lines of the letter, but keep everlastingly in mind that which most forcefully gains the reader's vital interest.

PRINCIPLE 3—THE BODY OF THE LETTER

21. The Letter's Backbone.—After gaining a thorough understanding of the people to whom letters are to be sent, and mastering the art of starting the letter off in a manner that will arouse immediate and permanent interest, the writer is ready to consider the body of the letter—commonly spoken of among expert letter writers as the letter's backbone. This part of the

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letter contains the two important factors, the description of the product and the argument why the prospect should do as asked. While the opening of a letter may attract attention, the description and argument concerning the product must be written to sustain the interest aroused and create confidence; otherwise, the letter fails.

22. Description.—Where the prospect is thoroughly acquainted with the product, description is, of course, unnecessary. If, for instance, the prospect has the article before him, either on trial or free examination, or if, as in the case of insurance, he knows exactly what is presented for sale, description becomes unnecessary and argument takes the leading part. The writer must avoid, in his description of his product, boastful claims of superiority, superlative adjectives, exaggerations, bald assertions, too vague and general, or catalog-like facts with no life or graphic picturing. The product should be described from the viewpoint of the buyer; tell *what it will do*—not merely what it is. In an effort to sell an automobile the letter should not *only* describe the kind of steel used, the kind of axles, ball bearings, bore and stroke of engine, leather upholstery and other mechanical or equipment details. These details would be given, perhaps, but the writer should *first* tell about the smooth-riding qualities of the car, its snappy appearance, how the whole family can be taken out at one time, how easily it goes over the hills. The *pleasure* the possible customer would get out of the car would be the most effective story. In selling to dealers too much description should not be given of the product itself but rather to the number of customers it will bring into the store of that dealer. If manufacturers are approached to buy machinery, they are not so much interested in what kind of steel is used in its manufacture, valuable as that point is, as they are in whether the machinery will help them turn out more work in less time at lower cost. The writer must get the facts that interest the buyer *first*. People nowadays are not usually interested in the company, the store, the factory, unless that vitally affects the product, as the *Sunshine* factory affects Sunshine Biscuits. They want

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to know how much they will be benefited by buying. After an explanation of what the product means to the buyer, should come the argument why the prospect should buy of the firm in question.

23. Argument.—After the prospect is interested in the product comes the work of making him *buy*. The argument must be sound, convincing, there must be proof that the product is what is claimed, satisfying reasons why the prospect should buy now—instead of waiting until later—in fact, the argument must be such as would convince the letter writer were he in the buyer's place. If other people have used the product with satisfaction, the letter should say so. A few names of such people should be given. If space permits, excerpts from their testimonial letters are valuable; these are *facts* that impress the possible customer. He is naturally influenced by what others say of the product. Above all things the argument must be sincere, rarely if ever bombastic. Enthusiasm is all right, but over-enthusiasm sounds insincere. The letter writer should imagine himself sitting right opposite the possible customer, looking him straight in the eyes and giving him the argument point for point, crisp and direct. A salesman, so placed, would not shout or make foolish claims; he would do his best to be sincere in his argument. A letter should be written with the same ideas in mind.

24. Proposition.—Part of the argument is the proposition made to the buyer. This must be attractive. If it is thought that the prospect will not pay in advance, the product may be sent on trial, or for examination. If it is likely cash cannot be gotten, the easy-payment plan may be made attractive. Practically every buyer wants to be assured or guaranteed satisfaction. If price is mentioned, it should come usually after description and argument. In most cases the prospect must be interested in the commodity before prices are talked to him. Knowing the people is essential before deciding on the kind of offer to make. The average prospect is reluctant to buy anything. Things are not bought nowadays—they are sold. Few are eager to buy, to part with money, until the

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product becomes so attractive, the argument so sincere and convincing, the proposition so alluring that the buyer cannot resist.

25. Probable Objections Anticipated.—Much of the success in writing a good letter depends on anticipating, as far as possible, the probable objections of the prospective buyer. In selling goods through salesmen it is possible for the salesman—standing before the customer—to answer the customer's objections as they come up. A letter cannot do this. If the writer studies his people he may come close to what they are likely to think of the commodity and word his proposition accordingly. Mechanics earning $20 a week could hardly buy a piano for $450 cash. Their objections should be met with an offer to sell the piano on easy payments. If the price of a commodity is higher than others, superior satisfaction must be proved. The hesitating buyer must be shown a good reason why he should act at once. In selling to a farmer, an argument that the clothes were the latest style on Fifth Avenue, New York, might not interest him at all. He might think the suits were "dude" clothes, whereas he wants something that looks sensible, wears well and feels comfortable. For that matter, a city man, full of common sense, would laugh if any one attempted to sell him clothes merely because dudes wore them. There are some people in the cities who want the latest in everything, no matter what the appearance or quality; they want to be in style. There are people in the country who feel the same way. There are other people who want good wearing apparel, nothing freakish, good quality and fit. The analysis for selling ideas cannot be made a mere matter of locality; the writer must go deeper to find the proposition that will strike the responsive chord.

26. Methods of Stating the Proposition.—The following letters give poor and good ways of stating the proposition. Letter 1 was sent by a manufacturer, selling gas engines, to dealers who were asked to act as agents. Study of the dealers in this field shows that they receive request after request to buy. If they bought all the products tendered to them, they would be bankrupt. As keen business men they buy nothing

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unless they think it will sell—and easily. They expect the manufacturer to help them do the selling. In Letter 1 the manufacturer is willing to help the dealer, but he expects the dealer to take most of the chances; and as the dealer has bought goods before, on the doubtful chance of selling them through advertising, he wants more than a promise of advertising support before he buys. Letter 2 anticipates the possible objections of the dealer. The liberal second paragraph should be noted. The whole proposition seems very fair.

Letter 1—Poor Example

As our dealer, we ask that you stock one of our engines so that when the farmers, who have been attracted by our advertising, call on you, you will be in a position to make the sale. The price of Model F is $70.

Letter 2—Good Example

We don't ask our dealers to buy our goods until they have felt the demand. But we realize that the dealer must have something to show the prospective customers who call in response to our advertising. So here is what we do.

You merely fill out the enclosed blank and we ship you an engine on 60 days' consignment. At the end of that time you have either sold the engine, want to keep it, or you can return it to us and we will dissolve the agency.

We are both on trial. If with our very effective advertising we cannot get a dozen farmers to come into your store and look at our engine, we will pay the cost of sending and returning our Model F Engine. If out of twelve farmers you fail to sell even one--then the agency is not going to pay you.

Here is another letter, this time direct to consumer, and aimed to sell a talking machine. The letter comes from the merchant. In Letter 3 the dealer devotes a lot of space to insincere-appearing claims. In Letter 4 the proposition is much more attractively worded. In Letter 3 the price would frighten away most interested prospects. The poor way of offering free records would hardly attract. In Letter 4 the easy-payment idea is shown clearly. It is used as an argument to close the sale. The free records are given a name *Complete Evening's Entertainment* and that helps make the records seem more desirable.

Letter 3—Poor Example

The King Talking Machine is the greatest in the world. Its wonderful sounding box surpasses anything now on the market and the remarkable tonal qualities have proved a source of wonder to all who have heard this beautiful instrument.

The price is $75. The stand is of cherry. Inside the stand there is a place for records. We furnish some records with purchase. Easy terms arranged on application.

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Letter 4—Good Example

No need to sit around restlessly on long evenings wondering how to pass the time away! Put on a record from the 15 Complete Evening's Entertainment list--which we furnish free--and enjoy that catchy "Bom Bom Bay" with orchestra, or pull the table to one side and have a delightful evening of dancing. If the mood is for the sweet, restful old songs like "Silver Threads Among the Gold," or a good laugh at "Cohen on the Telephone," you may have it all in this Complete Evening's Entertainment--all at a turn of the crank while you are sitting back in your easy chair!

Just $5 brings the King to your home and the rest can be paid in convenient monthly payments. By making the first payment $15, you get the free Complete Evening's Entertainment Records, 15 of them. You will hardly miss the small monthly sums, and the enjoyment to you and yours will repay you a hundred times for making the investment.

We feel that you know King quality--that probably some of your friends, who have owned Kings for some time, have told of the mechanical excellence of this instrument, but the booklet is enclosed for your full satisfaction. We guarantee to keep the machine in order altho' that guarantee is almost superfluous inasmuch as the King rarely gets out of order.

PRINCIPLE 4—GETTING THE PROSPECT TO DO THE DESIRED THING

27. The Close.—Practically every advertising letter will call for some action from the recipient. There are, of course, letters mailed for educational purposes, merely to educate the prospect to appreciate the product or service, and these call for no reply. The average advertising letter, however, calls for either an order or further inquiry. It depends largely on what is said in the closing paragraphs, and how it is said, whether the letter is going to win or fail. Great skill should therefore be used in selecting the words of the closing paragraph. The writer should usually avoid the participial form of closing. Such closings as "Hoping to hear from you, we remain," "Thanking you in advance for a prompt response," and "Trusting this will answer your inquiry," are worn out and weak.

28. No matter how good the letter's opening, description, argument, or proposition, unless the prospect can be led to do as you want him to, all your efforts are wasted. The method of leading him should be as simple as possible, but the thing for him to do should be perfectly clear. He should not be left to think out a way to get more information, or order goods, or have the salesman call. All this should be arranged for

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him. The easier it is for buyers to reply, the more replies will be received. The following letter-closing A, for instance, is from a letter asking for certain information. The writer closes his letter poorly.

Letter A

Your prompt response will be appreciated.

It fails to show the prospect how to reply. Letter-closing B gives a definite suggestion about writing for information. Everything is made easy that the request may be promptly complied with.

Letter B

Kindly have some one of your assistants furnish these data on the other side of this letter and return in the stamped envelope we enclose. Thank you.

Letter C is another example of poor closing, for not only is it a weak form of English, but it tells the prospect nothing—leaves everything up to the buyer, who, being too busy to bother about getting more information, may dismiss the whole proposition.

Letter C

We hope to hear from you soon and remain,

Here is a better way the letter could have closed. It gets some action from the prospect—shows him some easy way of replying without committing him to any order.

Letter D

Just send us a list of what you would like to turn into cash and let us submit suggestions. There is no charge or obligation on your part. Write it on the back of this letter if you prefer, and put it in the enclosed return envelope.

Write to us anyway.

29. Often it is not possible to secure an order with the first letter. It may be necessary to get the prospect to request a catalog, booklet, circular, or some other data because a letter can not give information enough to produce the sale. With the catalog or other data in the hands of the prospect, a future letter may clinch the order. Letters may have to call several times just as salesmen do.

30. A tactless close like the following rubs the prospect the wrong way. It is all right to be persuasive, but over-persuasiveness antagonizes. A salesman wouldn't think of saying

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to a buyer, "If you don't order now you won't be able to sleep nights." That would be silly. Yet the following forms are just as bad.

Letter E

You will miss the opportunity of a lifetime if you do not accept this offer.

Or this:

Every minute you delay writing us, you are losing money.

Next in weakness to the tactless close is the begging type of appeal. Such closing sentences as shown in Letter F arouse a feeling akin to contempt in the mind of the average buyer.

Letter F

Won't you please answer this letter today?

We will be grateful to you if you will fill out the enclosed card, etc.

31. The right type of closing is the one that not only shows the prospect what he is to do but suggests that he will profit by so doing. The close should be clean-cut, dignified—as much like the writer would talk to the prospective customer as the written word can be made. Often one may write exactly as he would talk. Such closings are:

Get the enclosed blank in the mail at once. It's worth while and you risk absolutely nothing.

Simply put your name on the enclosed card and return. It will be worth your while and put you under no obligation whatever. Mail it TODAY.

Just wrap a dollar bill in this letter, at our risk, and mail at once to be sure it will reach us by next Thursday. Don't bother writing a letter; you may be too busy. The address on this letter will tell whom the remittance is from.

It's very important--on second thought, it would be wiser to mail it right away--NOW--while you have the letter before you.

There is no reason why you should not act now. Your natural impluse is to fill out and return the special blank we enclose. Then you can see how thoroughly--how very thoroughly--this machine fills every need of your machine shop. You are to be sole judge. This is fair enough, isn't it? To examine before deciding? Then return blank TODAY.

Closing sentences should be planned so that it appears easy and simple to comply with requests—not "sign and fill out the enclosed card"; but rather, "merely put your name on the enclosed." The word "sign" suggests an obligation; people sign checks, notes, contracts. Little things like these count

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much. Of course, in exceptional cases a test might show that making a reply very easy might bring numbers of unprofitable replies. Some classes of people make it a practice to send for anything offered free. The great average will, however, show the easy reply to be advisable.

CLASSES OF ADVERTISING LETTERS

LETTERS THAT GET BUSINESS DIRECT FROM CONSUMERS

32. The **different kinds of letters** that fall within the classification of advertising letters will next be taken up. Each kind of letter demands individual treatment in its composition. The letter that is intended to get business direct by mail, on the first appeal, must be composed from an entirely different viewpoint than the letter that is intended merely to arouse curiosity and induce the prospect to write for catalog.

33. **Letters to consumers** might roughly be divided into two classes. One class is that referring to products where the profits are sufficient to warrant the sending of a number of letters, catalogs, extensive follow-up, personally dictated letters, etc. In such cases enough money is made on each order, or on repeat orders, to warrant quite an expensive letter campaign. But there is another class where the profits on the product are so small that only a very few letters may be sent, and these as economically as possible. Before writing the letters, the writer must decide exactly how much he can afford to pay for an order or an inquiry, and be guided accordingly. The length of the letter depends on whether a sale is expected with the first letter or whether the letter is planned merely to arouse enough interest to get the prospect to write for more information. When the letter is to get an order, it should have *all* the information that any prospect might expect before ordering, even if it is necessary to make the letter fairly long. If the prospect is really interested, he will read it all. If he is not interested in the goods, the short letter would not help. If the

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letter is merely to arouse enough interest so that the prospect writes for further particulars, any length will do so long as the letter achieves its aim.

34. Following is an example of the kind of letter sent out by merchants to their customers and possible customers. It is very poorly phrased, has little or no human interest, and lacks individuality:

Dear Sir:

Lacks interest. Wornout style.

We beg to announce the opening of our new store at_____ where we hope you will honor us with a visit.

Too general to excite interest.

We have the latest stock of shirts, ties, socks, and underwear at prices very reasonable considering the quality of our goods.

Customer does not care about this.

We have had to move owing to the ground being required and hope you will come in and see us.

Here is the same letter written so that it not only grips the interest of the possible customer immediately, but makes the invitation sound so friendly and so persuasive that one wants to come in and shake hands with the writer. Remember, though, that each of these letters was personally typewritten and signed. The letter writer is cautioned against overdoing this personal appeal in his letters.

Dear Mr._____.

Interesting way of announcing the new quarters.

Maybe my store for men is in a particularly convenient place for you to do your buying.

But even if it's a trifle off your beat, I think you'll be interested in knowing about it because it's spick and span new--bright and inviting with correct haberdashery of the better kind.

Sincere and friendly.

And it's going to be a friendly place to trade because I'm friendly--not merely veneered with smooth "store manners," but having a real, "for sure" love of folks.

The "friendly touch" carried still further and yet not overdone.

I know that most men like to stick to one store where they can feel easy with the "boss," come in with a cheery "hello" and walk out at ease even when they don't buy.

My store will be that kind. I hope to have the pleasure of seeing you next week, and of shaking hands with you.

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35. Here is an excellent specimen of a letter used to sell an electric iron. The opening creates interest and the whole arouses curiosity. This letter calls for a direct return and was sent only to those who had previously expressed some interest in electric ironing. This type of letter must be used with great discretion; it is a form of letter writing that has been overused and often badly handled.

Dear Madam:

My WEIGHT is six pounds.

My COMPLEXION is nickel--highly polished.

My TEMPERATURE, while even, is very warm, and I stay HOT as long as you need me.

My CAPACITY, for heat, is great.

My HEATING ELEMENT is made of indestructible material--it is guaranteed forever.

My NOSE is slightly blunt, to prevent the tearing of delicate fabrics.

My HANDLE is curved to fit your hand--it is always cool and comfortable.

My METAL STAND and DETACHABLE CORD AND PLUG always accompany me.

I can save you many steps between the stove and the ironing board.

I work in any room having an electric fixture.

My PLACE is right by your side--let me come and visit you. I know we shall be warm friends and yet cool ones. Drop me a line today on the enclosed postal card and I will be with you tomorrow.

Very truly yours,

P. S.
For vacations my kid brother, the Traveler's Iron, is a boon companion.

36. Here is a fine example of a good advertising letter that solicits trial orders by mail direct from consumers. This letter was written by one of the successful students of the I.C.S. who is now a prominent advertising and sales manager.

	Dear Sir:
Starts out in an interesting story-like way.	It was on a local between Philadelphia and Trenton.
Creates confidence by giving actual details.	I sat in the smoker, which was half baggage car. At Frankford, an automobile tire was thrown on--a yard or two of its plain Kraft wrapper flapping in the breeze. Just one of the many similar ones I had seen on a month's trip.
Reads interestingly and brings out a fact that the reader may not know.	I said to the baggage-man: "Does this happen often?" "Nearly every day," he replied, "we carry tires with wrappers loose, torn--and rubber exposed."

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Good lead to sales argument.	So I wondered: "Does it pay a manufacturer to spend millions in building reputation, and then--to save a cent or two per tire--send his product broadcast over the land--imperfectly protected against light, dirt, and exposure?"
The argument.	Plain Kraft paper--even of a 50-pound basis--WON'T stand the strain of shipping. But 30-pound Kraft--reinforced with yarn and waterproofed--will do the trick to perfection.
Something you can do right away; convincing proof.	Test the strength of sample enclosed. Wrap it tightly around your wrist. Note what a firm, neat job it makes. And six ounces will wrap a tire.
Specific suggestion of what to do.	Tell us, please, the size of rolls you use, diameter, width and core. And let us send--without any obligation or expense--enough for a thorough trial.
Good way of bringing in present buyers.	Give_____the opportunity to prove its worth to you as it has already done to Goodrich, Michelin, McGraw and others. The post card is for your convenience. Very truly yours,

The preceding example has an attractive way of arousing interest. Yet the opening has something to do with the argument—it is not there merely to attract attention but to hold it. The writer places his arguments before the prospective buyer in a conversational tone. He draws a striking picture of what may be happening to the customer's tires. This is an excellent type of conversational composition used by many writers to make their arguments read smoothly and interestingly. It must, however, ring true. To base the letter on something that never happened is likely to do a great deal of harm.

37. In the following example it is again seen how the writer makes the mistake not only of placing his own interests first but of writing the letter in such an uninteresting way that it is likely to be thrown into the waste basket half read.

Dear Sir:

We send you herewith a list of our prices on Diamonds which are all perfect gems.

We have been in business now forty years. When our Mr. Rosenburg first opened offices he little thought that the business would grow as it did.

While you have never dealt with our company we think you should give us a trial.

The superiority of our goods, our prompt treatment will please you.

Awaiting your reply, we remain.

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Following is the same letter changed so that it possesses the sales punch that wins business. The opening is attractively based on the desire for gain, yet this opening is supported by good arguments that follow. The entire letter reads smoothly and right to the point.

Dear Sir:

Here is an ordinary price list that is as valuable to you as a hundred-dollar enclosure--a price list that will open your eyes to practically a hundred-dollar saving on every thousand-dollar purchase made of us.

You know the enormous buying and selling expense in the diamond market--an expense we have reduced to a minimum by a finely organized system of buying.

This gives you diamonds at the lowest possible figure. Larger profits for you; increased patronage for us.

In order to give prompter service to all of our patrons, we have recently transfered our headquarters from New York City to Chicago, but, of course, still maintain our New York office.

Let us get acquainted!

Yours for better profits,

38. The Letter to Produce Immediate Sales.—The letter intended to sell goods without further correspondence must be built up with the utmost care. The reader must be carried right along from the moment his attention has been aroused in the opening paragraph to the description of the product, its use, argument why he should buy, the selling plan, the proposition, and the strong close. Every detail must be decided upon, even to the method of mailing the remittance. Or if the proposition includes a trial offer, the proper blank or return post card must be inserted. This sort of letter is the hardest to write and will not be successful unless it conforms to every one of the four principles given in previous sections. The following is a good example of such a letter:

Dear Madam:

Wouldn't it be fine if you could buy your coffee direct from the Importer--freshly roasted—and at the Wholesale price! It may seem too good to be true, yet the Parcel Post makes this very thing possible. The price you now pay must cover the expense and profit of the wholesale grocer, and then of the retail grocer; very often the coffee has become stale from long standing in their stores. But you save ONE-THIRD by dealing direct with us, for the IMPORTER-direct-to-YOU plan eliminates these two needless profits and expenses and gives you FRESH ROASTED coffee.

Now we sit at our desks and sell a thousand customers at a time. After very carefully selecting our coffees, we import them direct from the producing countries and scientifically combine them into our flavory, aromatic, and perfectly balanced "DELICIOUS BLEND." The money that was wasted on expensive advertising, fancy packages, charge accounts, etc. you receive in Coffee value.

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IMPORTER-direct-to-YOU at the wholesale price. No useless expenses or profits . . . FRESH ROASTED coffee . . . No risk for you to make trial. Why not eliminate useless waste? Our Parcel Post plan is the logical way, and it is certain to revolutionize present roundabout means of distribution. We make no money on first orders but have to depend on our customers ordering again and again; we must sell coffee that will please you.

Don't bother writing a letter--you may be busy. Merely put your address on the envelope, enclose remittance (paper money, money order, draft, or stamps--The U. S. Mails are safe), mail it in our Addressed Envelope, and the "DELICIOUS BLEND" will go to you FRESH from our Roasters by return mail. If it does not surpass the 35¢ to 38¢ coffee you are using, you may send it back to us and we will immediately return your money.

4 lbs. for $1--Less than 1¢ for each delicious cup.

Please put your address on the envelope now while you have the matter in mind, and just let us make you this trial shipment. Remember--money back if you are not MORE than pleased. That's fair enough--surely. Isn't it?

Yours for service,

P. S.

Please say whether to send it whole or ground.

39. The Letter to Produce an Inquiry.—This kind of letter is easy to write, for it needs only to arouse curiosity; it calls for no order. But even this letter must be worked up so that all the real prospects in the field are attracted to write for more information. There must be a strong reason why the possible customer should ask for more details. Most letters fail in that they do not put up a strong enough argument why the prospect should get more information. To say merely, "Send for more details" does not mean anything unless a very good reason is given why this should be done. The following letter contains a good closing:

Dear Sir:

You can't help being proud of that Studebaker. We know that from experience. But we know, too, that if you had something to relieve you from worrying about bumps and chuckholes, something to take all the "kick" out of your springs, you would be prouder of it still.

The Studebaker owner with Martin Recoil Absorbers never bothers to ask, "How are the roads?" He knows he is going to ride in comfort on any road.

Martin Recoil Absorbers supply the missing half of perfect spring suspension. Your car is equipped with remarkably good springs. They are perfectly able to take care of your comfort "going down," but it takes Martins to do the business "going up." By acting instantly, they are able to ease the springs so gently back to normal position that rough roads are robbed of all their terrors.

Read the enclosed letter from Mr. Welch. Below are the names of just a few of the many Studebaker owners who have equipped with Martins. Ask them--or better, let us prove on your own car, entirely at our expense, just what a lot of pleasure and comfort you have been missing. We shall be glad to mail you full particulars if you will simply put your name on the enclosed card and return. It is worth doing today.

Yours respectfully,

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40. The Letter to Bring Back Customers Who Have Stopped Buying.—It must be remembered that letters direct to consumers are mailed for various purposes. A letter may be sent to former customers who have not been doing business with the firm of late. Following is an example of such a letter, written by an optician to former patrons. It acts strongly as a reminder and yet is written so tactfully that it will not arouse a feeling of resentment:

Dear Madam:

You will probably recall that the last time I examined your eyes and prescribed glasses for you, I told you it would be necessary to have them looked after again at this time and my records of your case do not show that you have called; no doubt it has slipped your memory. You know how difficult it is to correct eye trouble if it is neglected. There will be no charge for the examination, if you attend to it right away, and if you need a change in glasses I shall tell you so.

Suppose you telephone and make an appointment before you call so that I will not have to keep you waiting in the office!

Yours sincerely,

41. A letter to bring back former customers must be written in a smooth, natural way that makes the customer see the fairness of asking why he no longer deals with the company. A great deal of business is lost through not ascertaining why customers quit. A good customer may have some little complaint that can be settled in ten minutes, but he will not bother to write about it; he simply stops trading with the particular company. To bring this customer back into the family means careful work. A personal letter must be written to him recalling some of the things he has bought, some of the little favors that have been done for him. Such a letter must have a most friendly, personal touch. The following was personally signed and typewritten:

Dear Sir:

In looking over our records we notice that so far this season we have not had the pleasure of serving you. Was there any little dissatisfaction in the last purchase made of us? If you had displeased a friend unintentionally, you would like to have a chance to explain, wouldn't you? That is exactly the way we feel.

Your relations with us have always been very pleasant. You may recollect the time we arranged that special discount for the suit you returned. We like to do those things because it pays in the end to have our friends completely satisfied.

Beginning next month we will have something special on sale in suitings which you will want to know about. We know pretty well now what your ideas of values and fabrics are. There are several in this lot you will particularly like, we're sure. They are tip-top, new, and good.

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Suppose then, that you drop in and see us next week--say Monday or Tuesday--and ask for the writer. Just as a reminder, slip the enclosed return postal card in the mail telling us to phone you as a reminder to call. It is easy to forget these things in the daily rush of business and we do not want you to miss these bargains.

Sincerely yours,

LETTERS THAT GET BUSINESS DIRECT FROM DEALERS OR JOBBERS

42. The letter that is intended to bring business from dealers or jobbers differs from the letters sent direct to consumers; for where the latter want to know about the product because they are going to use it, the dealers are interested in the product only as a means of bringing them more profits, more customers, more business.

A letter written to a dealer or a jobber must convince him, first of all, that the goods are going to make more money for his organization. Later, quality, etc. may be taken up, but the most important thing in the mind of the dealer is, "Will these goods sell easily; how much will I make on them; do my customers want these goods; what are the reasons why I should put them in stock?"

Dealers and jobbers get a great deal of literature requesting that they put in new lines and goods. The success of a letter, therefore, depends on what sort of proposition can be made to the dealer; that is, how attractively the writer can dress his arguments for buying these particular goods. It should be remembered that the dealer is likely to be prejudiced in favor of the goods he already carries.

43. Something Free With First Order.—One method of interesting the dealer or jobber is to offer him something free with his first order. Of course, whatever is offered must have some connection with the product itself, such as a special stand for cigars to go to the dealer ordering a certain quantity of tobacco supplies; a fixture to display the goods on the dealer's counter, offered with first gross order; a moving advertising sign of the product for window display, to attract customers into the store; a special window display of the goods all set up and ready to be installed in the dealer's window; a number of

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small samples to be given away to customers. In fact the something-with-first-order idea may be used in any number of cases; and the letter showing intention to help the dealer to sell the goods, when backed up with a specific scheme like one of the above, is bound to interest the progressive merchant. Free offers should not be made to cover poor quality, however.

44. Guarantee of Satisfaction.—The letter writer must be prepared to guarantee that the dealer's customers will be satisfied with the goods or money will be refunded. This makes the dealer think that the writer has confidence in the product; and this gives him confidence also. Here is a paragraph taken from a successful letter illustrating this point:

> Remember--if a single one of your customers is not more than pleased with Not-A-Seam hosiery after thirty days' wear, you can either replace the hose, at our expense, or you can give him his money back and deduct it from the amount of the next order--or we will refund.
>
> That's a fair offer with no strings to it. Your customers must be satisfied--or no sale. They will appreciate this GUARANTEE and Not-A-Seam will sell better than any other hose on your shelves.

45. Presents for Customers.—Another way to make a letter effective is to offer to the dealer a limited number of little gifts, with a certain sized order, to be given the consumer with each purchase of the manufacturer's product. Of course, the gift must have some connection with the goods. Here is a good example:

> Dear Sir:
>
> Are you interested in the offer that Jackson & Co., of Wabash, Ohio, used to secure 125 new accounts? That Williams & Sons, of Kankakee, made a special day of to increase business 400 per cent?
>
> We will give a handy little shining outfit--one of those newly patented outfits that have made such a big hit--with every pair of Ivory-Soled Shoes sold in your store during the Ivory-Soled Week. The Circular enclosed will show you what a trade-puller this little outfit has proved.
>
> Enough outfits will go with your order to enable you to give one with every pair. The offer goes to men, women, and children. All that is necessary is that the Sale be on Ivory-Soled Shoes.
>
> Our newspaper and street-car advertising, billboards, circulars to your list of customers, special window displays, etc. will make Ivory-Soled Shoes the most talked-of article in your town during the week of July 1st to 7th. Will you miss this big business-getter when it's such a sure thing and will mean practically no effort for you?

46. Guaranteeing Sales.—The most effective appeal to the dealer or jobber is to guarantee him sales. Here is a letter

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that has been used, with slight changes, for the last eight years and has always pulled a good return from dealers:

Mr. Smith:

We assume that, as a successful business man, you are open to any plan that will bring people to your store at no cost to yourself.

Our successfully tried . . . . . campaign is extended to dealers having the best business in their vicinity. The following plan will therefore, without doubt, suggest itself to your business judgment as a money-maker for you.

We will send you, free of charge, 500, 1000, or as many as you need, of our unique story booklets, with your name printed on front page. We enclose sample.

These booklets you distribute among the school children to take home, distribute among your nearby customers, etc. A reliable boy would do the work for a trifle. These attractive little booklets with your name on them in this unique way--which, by the way, is original with our company--are bound to bring many new customers. And with new customers, of course, added prestige and more regular as well as transient business. Nor is this all.

We offer to pay you for distributing these booklets as follows: send us your first order and we will send you one extra . . . . . if the order calls for one dozen, or THREE extra if the order calls for two dozen. This means in cash profits--three dollars. Isn't it worth getting new customers at that price? Return the enclosed card indicating how many.

LETTERS THAT DEVELOP LEADS FOR SALESMEN

47. Paving the Way for the Salesman.—There is another type of letter that is intended to create only enough interest to induce the prospective customer to return a card, blank, etc. for further details. When such an inquiry is received—these being called "leads" by salesmen—the inquiry is turned over to the dealer, agent, or salesman, and the sale is closed by personal interview. These letters differ from others in that they are not supposed to get business by mail; they merely act as advance agents to learn what people are interested, and then pass the matter on to some local agent, dealer, salesman, as the case may be, and let this agent follow up the interested prospect. In composing such a letter, therefore, the object is merely to arouse a certain amount of genuine interest, but not to tell too much about the proposition—let the agent talk terms, etc. In other words, anything that can be better explained at a personal interview is left out of the letter

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and, instead, the writer spends his efforts in awakening interest and in getting the prospect to indicate that he is interested.

48. Suppose the article to be sold is an office appliance, something that costs about $50 and is needed in every business man's office. Now the time of a high-salaried salesman should not be wasted in canvassing all the offices and learning whether they were interested or not, so a good letter should be written to the business concerns telling them how much money the new appliance will save them. A letter along the following lines, not telling too much, and yet enough to arouse interest, should be composed.

Dear Sir:

Don't let a dollar be wasted while the war lasts; not even a big organization can afford any leaks in the bank account now.

Our New Booklet "Office Leaks and Where to Locate Them" should be on your desk. It points out clearly the leaks that have been found in other organizations. Maybe they exist in your Company--maybe not--but so long as the book costs you nothing, why not find out for sure?

James H. Stillman, President of the Fourth National Bank, said, "I think your little book has saved us $2300 so far--one Page alone--Page 25--showing us where we were wasting over $1000 a year."

If you want to know what President Stillman found on Page 25 that saved his bank over $1000, put your name on the enclosed blank--get the booklet--look it over and you will undoubtedly agree that there are some leaks in your business that could be stopped and money saved.

The foregoing letter opens the way for the salesman by getting those interested in money-saving office machinery to write for a booklet that not only describes the machine but shows page after page on how it has saved money for the buyer. Nothing is said about a salesman's calling, for this would kill the letter's chances; many people object to having a salesman call, and it is generally best not to play this up too strongly. Note how specific reference is made to page 25 of the book and how curiosity is aroused in what is on that page. Note, too, the clever way the Stillman name is brought into the letter. This letter going, as it did, to banks, naturally had to have some such testimonial to give it standing in the eyes of other bankers. Had the manufacturer talked too much about the machine, rather than what the machine would do, he would not have obtained half the returns that rewarded his first letter.

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49. Selling Service.—In the following letter the salesman is not spoken of as a seller of goods, but rather as an expert whose business it is to come into the progressive business man's office and show him how to save dollars. This is known as selling service—selling what the product will do, rather than what it is.

Dear Sir:

Our Mr. Jones is a specialist on cutting down costs in the offices of cloak-and-suit houses. He has done work for such concerns as National Garment Associates, Oppenhum & Sons Company, Rose--Stein & Hiolberg, etc. You know them.

We suggest that you let Mr. Jones call on you and offer some money-saving suggestions. If they are good, you can take them; if they are not satisfactory, you need not consider them. In either case it costs nothing, for Mr. Jones is paid by this company to show cloak-and-suit manufacturers how to save dollars.

Return the enclosed post card and see just what he can do.

In this letter the whole scheme has been to get the prospect to let Mr. Jones call. When he called he would study the problems of the prospective buyer and then show just how the machine he was selling would fit into those problems and save the cloak-and-suit manufacturer money. If the letter had read "let our salesman call and show you" it would have pulled probably 25 per cent. less return, because, as remarked before, it is not a good idea to make the possible buyer feel that he is placing himself under obligations. The average person feels that when he invites a salesman to call he must buy. He fears that he will be bothered with calls, etc. To get away from this idea, the above letter talked more about service—in fact, the goods were not mentioned at all.

A very good plan is to study the methods of various business organizations that have salesmen close sales through interviews. This may best be done by writing to these firms and watching their methods, noting the style of letters received, how they encourage the visits of salesman, etc.

50. Inquiries Must Be Followed Up.—Quite often the advertising done by the manufacturer results in the receipt of numerous inquiries that must be referred to local dealers or agents to be followed up. It is a most important thing in such cases to see that the inquiries *are properly* followed up and not

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neglected. A great deal of business is lost sometimes through the lack of cooperation between the agent and the manufacturer in the proper handling of inquiries received in response to the latter's advertising.

ANSWERING INQUIRIES RECEIVED FROM ADVERTISEMENTS

51. One of the greatest weaknesses in advertising today is the lack of proper attention given to letters that answer inquiries received from advertisements. They are not composed with the proper thought. The writer of the letter fails to study the peculiar conditions that may have induced the prospect to write for more details. Time has been spent in producing advertisements that will bring inquiries from interested possible buyers, but often little or no thought is given to writing letters that will turn these inquiries into sales.

52. An Inquiry Not a Sale.—The great mistake made by many manufacturers is in thinking that when a person has answered an advertisement and inquired for further particulars, he is fully ready to buy; that all one needs to do is to send a catalog, or descriptive circular, and the order will come back in the next mail. On the contrary, the answering of the advertisement is only the *beginning* of the transaction; the real selling must yet be done.

53. The Right Kind of Letter.—The right kind of inquiry-answering letter is the one that continues where the advertisement left off. It is based on a careful study of the particular advertising appeal that first won the prospect's attention. If the key-note of the advertisement related to cutting down factory costs, for instance, the letter should continue arguments along this line.

54. Inquiries Cost Money.—Inquiries from advertisements are very costly, and waste due to weak answers is one of the worst evils advertisers contend with. The mechanical handling of answers to inquiries is like throwing money into the fire. Unless inquiries are turned into orders, the large amount paid for advertising is useless expenditure. The success of the campaign is then as much up to the letter writer

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as it is to the originator of the copy. Any ordinary form letter will not do. If the case demands the use of forms, at least the forms should be arranged to meet the special inquiry, or form paragraphs should be constructed for insertion in needed places. If the occasion requires, a personally dictated answer should by all means be used.

55. The following examples give good ideas of excellent, as well as weak, letters.

In Letter A, nothing is done to learn what the prospect is interested in. Everything is put up to the possible buyer. The letter is weak, has no selling talk, and is a losing proposition for the firm that mails it.

Letter A

Dear Sir:

We are in receipt of your letter of the 15th and, as requested, we are sending you under separate cover, a copy of our latest general catalog in which we have listed all the goods of our manufacture.

Trusting that same will be found of interest to you,

The man who dictated that letter did not even take the trouble to look up the advertisement that brought the inquiry. If he had, he would have known that the advertisement referred to certain products made by his company, with booklets relating to them, and would not have sent a *general* catalog. That was a bad oversight. He should have written a letter on this order:

Letter B

Dear Sir:

Your letter of the 15th has had the writer's personal attention and I am enclosing a stamped return card showing a number of attractive and instructive data books issued, each of which illustrates with prices, etc. one of the various products made by this company.

You can check off as many booklets as you would like to receive and you will find them more than mere catalogs--you will find them worthy of adding to your shop library.

Suppose you return the card now while the thought is before you--yes?

Such a personally dictated letter would draw out from the possible buyer the particular product in which he was especially interested. Knowing the wants of the prospective customer is half the battle of winning the sale.

56. Letter C is another very poor specimen that lost a sale. Not only does the letter miss the opportunity of holding the

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interest of the possible buyer but the New England branch *never followed up the letter*. Depending on agents to close sales does not always pay unless they are carefully watched and a record kept of whether or not they call on the prospect.

Letter C

Gentlemen:

Your request of the 15th has been received and would advise that your request has been referred to our New England branch for attention, for the reason that they have entire charge of the trade in that territory and are prepared to give our inquiries and orders prompt attention. You will no doubt hear from them shortly.

The same letter rewritten as in Letter D shows how the inquiry could have been answered and the prospect interested. Instead of leaving the prospect without any information whatever, as in the previous letter, Letter D was accompanied by a catalog. Note, too, the good sales punch, showing actual users of the product with whom the prospect is familiar. Furthermore, the address of the agent was furnished so that he could be sent for if he did not call. In this way no possible chance of losing the order was taken.

Letter D

Gentlemen:

Here is the catalog you requested, and I trust you will find that the information exactly meets your needs.

With our systems installed in such well-known new buildings as the New York Skyscraper, the Tower Building, the new forty-story building being erected by the First National Bank, and the Fifth Avenue View Building, you can readily see that they're meeting the approval of men who, like yourself, want the most efficiency with the least ultimate cost.

Note, too, that the above contracts were secured after rigid tests on the system's economical operation and good workmanship.

Messrs. Brown & Haskins represent our firm in New York City. They are conveniently located at 42d Street and Broadway, the Wells Building. I have asked them to get in touch with you at your convenience.

57. The Personally Dictated Reply.—If the product permits it—that is to say, if there is enough profit in the order to warrant the expense—it is wiser to dictate a personal reply in answer to every inquiry received in response to advertisements. This permits the correspondent to write a letter that will appeal to the particular prospect to whom it is addressed. The form or printed letter cannot do this. In dictating an

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answer to an inquiry, the writer may make references to people in the locality where the prospect does business, who have used the product and like it. Or, better still, he may show just how this prospect especially can use the product so as to save money, make money, or increase business. It is advisable, therefore, where possible, to answer letters of inquiry personally. The personal idea is then handled sincerely.

58. The Printed Reply.—Where many inquiries are received every day and it is not practicable to employ the large number of letter writers that would be required to answer each with a personally dictated letter, a printed form letter is used, the inquirer's name being carefully filled in. In composing such a letter, great care must be taken to be sure that it covers the needs of all the prospects. The writer must think of his possible customers as in a group, must use an appeal that will interest them all, and should not attempt too personal an appeal in a letter that is obviously not personal.

59. Referring to the Catalog.—If the letter is to refer to a catalog, by all means the writer should talk about the catalog in that letter; create interest in it; make the possible customer curious to examine it. If the letter does that, it goes a long way toward making a sale; because once the prospect sees the catalog it is easier to sell him the product than if the letter gives so much of details and prices as to discourage the prospect from looking any further. Following are some good paragraphs taken from a very successful letter illustrating this point:

> Page 23 (see catalog) shows you how one man in your field saved $2400 in six months with a _____.
>
> Or turn to page #26 and note the_____that Jennings Smith, President of the Standard Oil Associates, said "saved us its cost the first month."
>
> These photographs were taken right on the ground; show the _____ in actual use and what the users think of it.

LETTERS THAT AID SALESMEN

60. In these days of keen competition, firms employing traveling salesmen often find it a wise plan to use letters containing special offers, expressions of good-will, etc. to keep in

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touch with their customers between the salesmen's regular visits. In this way they are able to keep their products before their customers' minds and to counteract, to some extent, the undermining efforts of the salesmen of their competitors.

61. Also, in certain lines it is often advisable to offer special seasonable goods or odd lots of products between salesmen's trips. In such cases the goods are offered by letter and each salesman is credited with the sales in his own territory. These letters are sent out as coming from the salesman himself and are signed with his name, but they are written by some one in the concern who makes a specialty of this sort of work. The following letter is one to be sent out by a jobber who has acquired a special line of dresses. It would not do to wait until the salesman made his semi-annual trip; the goods might be out of fashion by that time. The following letter is therefore written and may bring in a good lot of business at very low cost:

Gentlemen:

Here's another Mid-Season special that we picked up through the failure of James & Wells. You know that big house.

It will make a corking good hit as a Saturday Special, especially if you push it through a good window display.

Tango Dancing Dresses for misses 16 and 18, at prices cut exactly in half, leaving you a big profit besides.

Think what this means!

Why shouldn't you make all the money you can from this Tango craze while it lasts? This is a chance you probably won't get again.

Enclosed find illustrations and styles. These are not drawings, but photographs of suits on our own models. Wire at once what sizes you need, for, as you well know, these Mid-Season specials never last long; somebody is always disappointed.

Get in early and make your profit NOW.

62. Here is another letter (personally dictated and signed) sent out by the salesman, showing how it is possible to get a customer to buy goods without the salesman's making another trip.

Dear Mr. Smith:

Good Morning.

You will recollect that on my last visit you bought a gross less Winslow Jacks than you did last year. Yesterday, when we got a special shipment of factory seconds, I said to our sales manager: "I'll let Frank Smith know about these seconds if you'll quote 1/3 off regular rates." He said "O. K." so here is your chance at the prices I've marked on the circular with all usual terms besides.

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These factory specials are good as new--slightly soiled, but who cares about this when he can save $2? Let me hear from you at once in the enclosed stamped envelope, for they are bound to go fast at this price.

Yours for more profits.

63. Where there is possibility that the customer might buy before the salesman has a chance to make his call, it is a wise plan to write a letter something along the following lines:

Dear Sir:

Today we received a telegram (see enclosed) from our Mr. Allen saying:

"Hold three cases of XXX specials in general sizes for Jennings, Ames, Iowa, as I am sure he'll want to look at them at special low quotations."

Mr. Allen was informed that the unusually heavy shipment of these XXX specials soon promised to exhaust the supply. He thought of you and as he will see you on the 19th doubtless you will be glad to hold off all orders until you have had a chance to see what he has reserved for you.

President.

The letter signed by the President proved a big success.

64. Another kind of letter is the one intended merely to maintain the good-will that exists between the customer and the firm and to build up prestige. The following is an excellent example:

Dear Sir:

Our Mr. Goldstein has written us about the cordial visit he had with you and asks us to take special pains about your order #432. This will have my personal attention.

In his letter he referred to the excellent window displays you originated. We should like to pass along some of your good ideas to other . . . . . boosters. Would you mind having some photographs taken of these displays and sending them to us for publication in our house organ "Our Dealers"? Any expense for photographs will be paid by us and you can have the work done for about $3.

We want you to feel that we appreciate the work our dealers are doing, and we thank you for your courtesy to Mr. Goldstein.

With best regards,

65. These letters are all written to help the salesman as well as the firm. It pays to inaugurate a good system of writing letters by which it is possible to keep in touch with customers and retain their good-will and make each one feel that the house likes him and counts him as a friend. When it is considered that a dealer's account may be worth hundreds, if not thousands, of dollars a year to the firm, it will be plain that money used intelligently for this purpose is well spent. To accomplish their

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purpose, such letters must not only tell the dealer something he wants to know, but their strongest characteristic must be a spirit of friendliness.

HOW TO WRITE FOLLOW-UP LETTERS

66. Before taking up the question of how to compose successfully a follow-up letter it will be wise to stop to consider just what a follow-up letter is and what it is intended to accomplish.

The follow-up letter is usually one of a series of letters, sent at certain intervals, and intended to sell goods. As an illustration, let it be supposed that the manufacturer of a felt mattress receives an inquiry. On receipt of the inquiry, a catalog would be forwarded, and in the same mail would be sent an order blank and a good form letter emphasizing the merits of the mattress and endeavoring to close the order. If no order or no answer was received from the inquirer within 10 or 12 days (some advertisers allow a longer time to intervene), a second letter would probably be sent, and within 10 or 12 days more, probably a third letter would be forwarded.

Follow-up letters are divided into three different classifications, the continuous follow-up, the campaign follow-up, and the wear-out follow-up.

67. The **continuous follow-up** letter is used for keeping customers or prospective customers in touch with special sales, special offers, announcement of new products, educating customers or possible customers to the uses of the product, and various other purposes. There is no limit to the number of follow-up letters that may be written under this classification, for the letters have no connection with one another; they are like the regular visits of a traveling salesman or like the visits of an order taker. Retailers use these letters to keep their customers informed of specially priced and seasonable articles. Manufacturers send them to wholesalers and jobbers to keep them informed of new products. All kinds of business concerns may use these letters.

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68. The **campaign follow-up** letter is entirely different. This letter is aimed to get orders for some specific product. The manufacturer who has a new machine will select a list of possible customers, or present customers, and build a direct-by-mail campaign for the purpose of securing orders. He will have a series of three or more letters prepared for the purpose of interesting buyers in his machine. Generally, a feature of these letters is that the order must come within a certain time to get some special inducement, or that the order will be filled only if received during a specified time. Just how many follow-up letters there would be in a series depends entirely on the orders received from each letter.

69. The **wear-out follow-up** letter is sent out so long as results justify the expenditure. The list of prospects is worked with letter after letter until the names either produce no returns at all or it is found that returns are not worth further working. The wear-out follow-up letter is a very common form of follow-up and its composition will be explained later.

70. Having the knowledge of what the various kinds of follow-up letters are, the question of how to write them will now be taken up.

In the continuous follow-up letter the main point to remember is that each letter, while it has no connection with the one preceding, must contain some real reason for its existence. It must present a message that will interest the man who receives it. It must be carefully written so as not to annoy by its pertinacity.

71. In writing follow-up letters of any kind, the mistake must not be made of putting all the writer's best work into the first letter and letting the others merely beg for a reply or act only as reminders. Each letter must approach the prospect from a new angle. With well-written letters, it is entirely possible to bring more replies with No. 3 of the series than with No. 1.

72. Changing the Offer.—If a $50 office appliance were to be sold, the first letter might talk of the merits of the machine

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and offer to send it on receipt of $50, with a guarantee of money back if it failed to come up to expectations. This letter to 1,000 prospects, for instance, might bring 20 orders. The second letter should not merely start something like this:

> We have had no reply to our last letter concerning the Okell Office Appliance and are wondering---

(the rest of the letter containing the same arguments as used in the first letter).

On the contrary, the second letter should ignore the fact that the prospect had not responded to the first and should start out with some point that will rearouse the interest of the prospect. This would be a good opening for the second letter:

> Save the price of an extra office boy and $100 a year besides---

(This letter would then go on and give new arguments why the prospect should order the appliance.)

73. Moreover, in the second letter the *proposition* should be changed. Instead of offering the machine for $50, the offer would be to send the machine on the initial payment of only $10 and let the balance of $5 a month be paid out of the dollars saved by the appliance. This might bring in as many as 50 orders. The third follow-up letter should present new arguments in a striking way and offer another proposition to the possible buyer. It would offer to send the appliance on free examination, no money down, payment of $10 to be made after machine has been found satisfactory and remaining payments to follow at the rate of $5 a month. This letter might bring more orders than either of the first two.

Some might ask why the best letter is not sent first. The reason for this is that the successful letter writer never uses up all of his best selling points until the very last letter in the series. He tries to get all the orders possible under the most profitable plan. Then failing to interest people this way, he proceeds to offer them the same appliance on an instalment basis. This will interest a number, but there are people who refuse to send any money for products until they have examined them. He reserves his last letter, therefore, to make the prospect his most liberal and attractive proposition.

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The four principles of writing advertising letters, given in the early part of this Section, must be applied to the preparation of follow-up letters, if they are to be successful. Possible customers must be known, so that the proposition may be presented to them in several ways, each more attractive than the one preceding. The truly successful follow-up letter grows better and stronger as it goes along. Compare the letters, for instance, to the calls of a good insurance agent. Each time the agent calls he has some new points to bring out why you should be insured. He appeals in many different ways. That is what the strong follow-up letters must do.

74. Finding New Angles of Approaching the Prospect.—The successful letter writer will be constantly on the outlook for new ways to approach prospects. He will remember the different appeals given under Principle 1 and use many or all of them. Take, for instance, the sale of an automobile. An automobile might be offered to a business man as a convenience to himself, an easy means of riding to and from his office, getting the fresh air, building up his health. That might be one appeal. Then the next letter might appeal to his business sense, show him how much more value he gets in the particular car than in others at the same or higher prices. This would mean going into details concerning the mechanism, process of manufacture, etc. This appeal might succeed where the other appeal would fail—or the other might succeed where this would fail. But the next letter might forget both of these appeals and ask the prospect to buy the car for the use of his family—for the pleasure of those near and dear to him. He might not care for autoing himself and yet be perfectly willing to buy a car for the sake of his family. This for-the-sake-of-the-family appeal is much used to-day.

These are just angles showing the many different ways to approach a possible buyer. The plan of changing the offer may not be used at all if the writer is successful in working out, in each of his follow-up letters, some good points why the buyer should get in touch with the nearest dealer and buy this special car.

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75. Things to Avoid.—In the composition of follow-up letters, the writer must not consider sending the letter unless it appeals to him that he is presenting his proposition from either a new angle, or in a very interesting way. The letter must never sound impertinent. Because no reply to the last letter is received, is no reason for sending a follow-up that makes the prospects feel that the writer is offended or that he is insulting, or trying to scare them. They do not have to answer letters soliciting their business. All arguments in the series of letters should be well presented, in logical order, and consistent. The writer shouldn't try to change the style of his letters in the belief that he is changing the arguments. Keep right to the main point; try not to get familiar, or to adopt a begging attitude. It is well to leave the best selling argument until last if special offers are to be made. An attempt to write the series of letters at one time is inadvisable. The letters should be outlined in a rough state until the returns come in from letter No. 1. The replies will often give ideas on what to put in the follow-up letters, especially as some prospects will bring up points that they believe are good reasons why they should not buy. For instance, a man might write in to say that he cannot afford to pay $50 for the article. This gives a good idea for follow-up letter No. 2, for if one man feels that way there are doubtless many others of like mind, and an offer of instalments would probably be very advantageous. Or a skilful new appeal and argument to meet the price obstacle might be presented.

76. Types of Continuous Follow-Up Letters.—The following letters, which would come under the classification of continuous follow-up, will give a still wider understanding of the variety in follow-up letters. The writer of these letters is a jobber in factory supplies:

Letter A

Gentlemen:

When you think of factory supplies, we venture to say that you think of Cleveland's.

For this company has been supplying yours--or other plants in your neighborhood--for the last twenty years--and has done it promptly, serviceably, and economically.

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Letter B

If you will take just a minute to look over the enclosed list of APRIL SUGGESTIONS you will doubtless find several items which--at present prices--you would like to place in your stock room. Note the terms on Swiss Files, particularly.

You will find everything on this list up to the Cleveland standard--and you know what that has meant for the last fifth of a century.

Very truly yours,

77. Here is the next letter sent out by the same writer two months later. No reference is made to the first letter. In the continuous follow-up letter series, each letter is complete in itself, as already explained.

Letter C

Gentlemen:

You probably have a personal acquaintance with Mr. Jameson, the senior partner of the F. C. Jameson Mfg. Company.

Here is something he told the writer yesterday:

"It has paid us to do all our factory supply buying through Cleveland's because of the consistently fair prices you have charged despite the present industrial conditions. Other jobbers have boosted the price of steel products way out of reason on account of the war but Cleveland's has been more than fair in the matter."

Let us show how fair we can be to you by quoting on your next order for factory supplies.

78. The manufacturer should use continuous follow-up letters to keep in touch with his customers. The retailer should use letters of this style to promote sales. Banks may use letters of this kind to educate prospects to save their money by depositing in the saving departments. The continuous follow-up will prove a good business-getting aid to almost any business if the letters are written in an interesting way and give information of value to the possible buyer. In both of the preceding letters the writer has made a direct argument why he should get the business. Letter B enclosed a special price list of items carefully selected because of their universal appeal. Letter C contained direct reference to one of the big business men in the locality where the prospect had his business.

79. Types of Campaign Follow-Up Letters.—The campaign follow-up letter is the hardest to write, for it is used to develop a great deal of business in a certain limited period. The series must be well planned, full of enthusiasm and sincerity,

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each letter being more interesting than the last. Probably one of the best appeals on which to build a series of campaign letters is to emphasize the *time limit* or *special price* idea. Assuming for purposes of illustration, that the manufacturer of portable bungalows (small three-room, one-story houses that can be put up in one day by putting together the parts furnished by the manufacturer) wants to sell 1,000 bungalows at $400 each. He gets in touch with a real estate man who owns a hundred acres of land near the ocean. The two cooperate and plan to sell the bungalow and a small piece of ground at the price of $525 in small instalments. Here is the first letter of the series:

Letter A

Dear Mr. Brown:

Mrs. Smith has suggested that we write to you about the most unusual opportunity we have ever offered to those who love the sea--the wonderful health-giving qualities of salt air--their own summer home.

KEANSBURG HEIGHTS is within forty minutes of your office--it is right on the Atlantic Ocean--there is surf as well as still-water bathing--nice people--plenty of refined amusement--good drinking water and every facility for your convenience or the convenience of your family.

We suggest that you take one of our IDEAL BUNGALOWS (see enclosed booklet) right near Mrs. Smith. You pay a hundred dollars a year anyway--for your summer's vacation--and by putting this money into an IDEAL you have something to show for it at the season's end--you own your own summer home--it is an investment as well as a pleasure.

Will you permit our Mr. Jones to see you with maps, etc. of the property? No need to buy now, if you are not ready, but it would pay you to take, without cost, a 30-day option on the better plots near the Ocean.

Send back the card tonight--it is stamped for your convenience.

Very truly yours,

80. In the second letter—mailed after the 30-day option has expired—the writer uses the appeal of lost opportunity. Everybody dislikes losing a good bargain. Note how the writer makes the prospect hurry along with an order.

Letter B

Dear Mr. Brown:

That plot we wrote you about 30 days ago is now worth $50 more than you would have paid for it. It was sold to James Walling yesterday for $575. You would have made $50 on the 30-day option--and now Mr. Walling won't sell for less than $650.

This simply shows you, Mr. Brown, that KEANSBURG HEIGHTS is going forward by leaps and bounds. It is going to be one of the most popular shore resorts on the Atlantic seaboard.

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There is one plot--with IDEAL BUNGALOW--right near Mrs. Smith's which you can have a 30-day option on by simply returning enclosed card asking Mr. Jones to call. The first payment may be as low as $50.

As a keen-headed business man you can see that waiting longer means losing profits on rapidly rising real estate.

Get the card back now--while the thought is before you.

Very truly yours,

81. In the third letter, which goes forward June 15, the writer changes his offer to include furnishings for bungalow, as it is now late for summer sales and the idea is to close up all the prospects by an offer that will show that they are either interested or not worth writing to further.

Letter C

Dear Mr. Brown:

This is your last chance to obtain an IDEAL BUNGALOW this season. Only 46 IDEALS remain as you will see by the red pencil marking on enclosed map of our KEANSBURG HEIGHTS property.

Each of the 46 is furnished and ready for immediate occupancy. As you know, the other bungalows offered to you were not furnished. These IDEALS were furnished for rental during the season for $150 and will be rented at this price unless we hear from you by the 20th indicating that you want one of them for your own use.

The price, despite the extra furnishings, will be no higher than we first figured--$525 payable $50 now, $50 July 15th, and $50 August 15th with the balance at $20 a month.

Shall we cross your name off our lists of prospects or do you want to buy with people like Mrs. Smith, Mrs. Williams, Mrs. Provoost, Henry Schilcher, and others in your neighborhood?

June 20 is the LAST DAY OF THIS SEASON'S SALE.

Very truly yours,

82. Wear-Out Follow-Up Letters.—In composing a series of follow-up letters of the wear-out variety it must be kept in mind that the purpose behind each letter is to present the same proposition, but to present it in as many different ways, from as many different angles, as possible. The proposition in the following case is that of a publisher selling a set of books for mechanics who want to increase their knowledge of modern machine-shop practice.

Letter No. 1 tells of the set of books and what they will do for the man who buys them, how they will increase his salary, make him a better-informed mechanic, help him in his fight

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for success. The offer is then made to send the books on receipt of initial payment of $1.

Letter No. 2 follows up No. 1 by saying in the first paragraph, "Just return the enclosed post card—that is all you need do." This letter offers to send the books for free examination—an interesting offer and an improvement over the first letter, which called for $1.

Letter No. 3 offers a small reprint from the first book in the set. This is a forty-page booklet showing the main chapters from the book "Small Tools." It appeals to those interested and is used to bring out the real prospects from the "dead ones."

Letter No. 4 repeats in stronger terms the offer of free booklet, shows the prominent owners of large plants who have recommended the set of books to their mechanics, etc.

Letter No. 5 offers a special reduction in price of the set of books with the same privileges of free examination and free booklet. It offers everything presented in Letters 2 and 3, and in addition a reduced price good for one month.

Letter No. 6 extends the offer of reduction for ten days—a last chance to get the books at the special price and with all privileges previously offered.

In each of the foregoing letters, the proposition of a set of books remains the same but the offer is constantly changed. In this way the real prospects are reached in one way or another.

83. The real secret of successful follow-up letters in the wear-out or the campaign class is to approach constantly the prospect from a new angle, to better the proposition, to make the offer seem more attractive, to anticipate the possible objections of the prospect and meet them with new letters. Avoid complaining to the prospect because he has not answered your previous letters. Rather make him answer by forcing him to see the merits of your offer through letters that are increasingly effective.

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THE MECHANICS OF THE ADVERTISING LETTER

84. The foregoing pages have made plain the importance of: (1) studying the product, and the habits and characteristics of possible customers; (2) starting the letter right; (3) putting in the body of the letter the necessary persuasiveness to clinch the interest of the buyer; (4) closing the letter so that it induces the prospect to act at once. Next comes the work of putting the letter on paper—to have it typed exactly as it is to go to the prospect. This is called the mechanics of the advertising letter—the manner of salutation, arrangement of paragraphs, the spacing and other details affecting the presentation of the message.

85. The Dating.—Little need be said of the dating. The name of the city is considered a part of the letterhead, not a part of the dating, in modern business letters. September 15, 1916, is the preferred form. Rd, nd, and th are out of place in the date, and the style 9/15/16 is avoided by good letter writers. The date of a business letter is best placed near the upper right-hand corner.

86. Salutation.—By salutation is meant the form of addressing the prospect. Most business letters use the form Dear Sir, or Dear Madam, or Gentlemen. Some writers have declared that it is unnecessary to use any salutation at all. They say that it saves time not to do so. One might also say that it saves time not to say Good Morning to a friend, but the time spent in being polite is hardly wasted, and for that reason there should be some salutation at the head of the letter. If the business relation of the company or personal acquaintance with the person addressed warrants the use of a more familiar address, it is permissible to use the form My dear Sir, My dear Madam. Or if the acquaintance is even closer, the address Dear Mr. Jones, or My dear Mr. Jones, or My dear Mrs. Jones, or Dear Mrs. Jones can be employed. Addressing friends, one would use the form My dear Jones. Caution should be exercised against using these less formal salutations unless the relationship permits of the familiar address.

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87. Arrangement of Paragraphs.—Paragraphing should be done with the idea of making the letter more readable. The arrangement of paragraphs in any letter depends on the length of the letter and the personal taste of the writer. With the three forms given in Figs. 2, 3, and 4 each company uses a different arrangement; one uses plenty of white space and indents its paragraphs. Another carries the first word of each paragraph right out to the left side. The third permits of the use of less white space by increasing the length of each line. Much depends on the length of the letter, not only as to the arrangement of paragraphs but whether the letter is to be single- or double-spaced; that is, whether there will be one or two spaces between each line. As a rule, when a letter page is full of typewritten matter set in a wide measure, the use of three, four, or even five paragraphs will add to the attractiveness and readability of the letter, especially if it is single-spaced.

88. Typewriter Type.—There are two general forms of typewriter type used, Pica and Elite, equivalent to 12 point and 10 point, respectively.

This is Pica type

This is Elite type

Where the letter is not very long it is advisable to use pica type, but where the letter is rather lengthy, it is preferable to use Elite type for the reason that with it just one-third more words can be put into any given space. Long letters can be made very readable, and to appear much shorter, with the use of Elite type. This is a point worth remembering, for the appearance of any letter has much to do with its success.

89. The Typewritten Letter.—If the amount of business warrants the cost it will pay to have each advertising letter typewritten separately. The progress made in printing typewritten letters by the thousand, however, and making them look like the real personally typewritten communication, has advanced to such a degree that most of the advertising letters now used are prepared in this way; these are called *facsimile letters*, *form letters*, *printed letters*, *circular letters*.

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TEL. COLUMBUS 7060

HUDSON MOTOR CAR COMPANY OF N.Y.

INCORPORATED

DISTRIBUTORS OF

HUDSON MOTOR CARS

BROADWAY AT 61ST ST.

CIRCLE BUILDING

NEW YORK

June 26th, 1915.

Mr. E. H. Schulze,

239 W. 39th St., City.

Dear Sir:-

Any and all orders for HUDSON CARS placed with us on Monday, Tuesday or Wednesday of next week, will be filled on or before July 3rd, so you may enjoy the "FOURTH" in your new car.

In order to accomplish this, in addition to our regular shipments of eight cars each day from the factory, we have made arrangements with the Wells-Fargo Express Company to be in readiness to furnish us on July 1st such number of express cars as we may require to bring through by express a sufficient number of HUDSON "Six Forties" as we may require -- may we book your order?

Respectfully yours,

HUDSON MOTOR CAR CO. OF N.Y., Inc.

By

FIG. 2

This is slightly reduced from a double-spaced letter printed in Elite type. Note the paragraph arrangement

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EDITORIAL DIVISION

Making Letters Pay System

Address All Letters Directly to
EDWARD H. SCHULZE
220 West 42d Street
New York

August 5, 1916.

Mr. Charles Ellison,
International Correspondence School,
Scranton, Pa.

Dear Mr. Ellison:-

You are on my personal list as a subscriber to MAKING LETTERS PAY SYSTEM.

You will appreciate that the value of any co-operative work of this sort is dependent upon the exchange of ideas and suggestions for the improvement of the service.

Will you, therefore, be so kind as to tell me what you think of your MAKING LETTERS PAY? Do you like it? Is it helping you write better letters? Do you feel that even the first section which you have already received is worth the price of the whole?

The supply of sets is exhausted at present and I will give you one dollar more than you paid for the System itself, (outside of subscription) if you are not satisfied. The price has advanced 33⅓.

Awaiting your reply and thanking you for your courtesy in giving me an expression of your valued opinion, I am,

Very truly yours,

Edward H. Schulze

EHS/K

First supplement due Oct. 1st.
Second supplement due Jan. 1st.
Third supplement due April 1st.

FIG. 3

Original was in Elite type. Paragraphs are carried to the left-hand edge. Style arrangements of this character are purely a matter of taste

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McGRAW-HILL BOOK COMPANY, INC.

Engineering and Technical Books

JOHN A. HILL, President
JAMES H. McGRAW, Vice President
EDWARD CALDWELL, Treasurer
MARTIN M. FOSS, Secretary

239 WEST 39TH STREET

NEW YORK

LONDON OFFICE
6 BOUVERIE ST. E. C.
BERLIN OFFICE
31 UNTER DEN LINDEN
CABLE ADDRESS
"PULGRAWHILL, New York"
TELEPHONE 3405 BRYANT

August 2, 1915.

Mr. John Smith,
239 West 42nd Street,
New York City.

Dear Sir:-

We have your order on file for the new edition of the Standard Handbook for Electrical Engineers to be sent on ten days' approval. The book is now ready.

We do not find your name on our "on approval list" which includes the names of those who have filed blanks with us. We therefore enclose a blank for you to fill out.

A suitable reference gives you the same privilege.

Our records may be at fault in not having you listed. If so, please advise us.

Anyway, you will want the new Standard. Nothing equal to it has been produced before.

Fill out and return the blank to us so that we can ship you a copy at once.

Very truly yours,

FD/T McGRAW-HILL BOOK COMPANY, Inc.

PUBLISHERS OF ENGINEERING BOOKS FOR
American Machinist–Electric Railway Journal–Electrical World–Engineering and Mining Journal
Engineering Record–Power–Metallurgical and Chemical Engineering–Coal Age–Engineering News
Railway Age Gazette–Signal Engineer

FIG. 4

This specimen shows a different paragraph arrangement than those shown in Figs. 2 and 3

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90. Facsimile, or form, letters are printed by various processes. Some letters are prepared on a machine called the Multigraph, some are printed on the machine called the Printograph, others are printed on regular printing presses, and others on duplicating machines. There are many concerns making a business of doing this work at low prices. Some business organizations that have enough work to keep a machine busy have their own equipment, but the greater number of business men find it cheaper to have their work done outside.

91. Arranging Form-Letter Copy for Printing.—The principles that apply to the arrangement of business letters in general also apply to form letters; that is, there should not be so much matter furnished that the letter will appear crowded. This is a common fault of form letters. In preparing the copy, the letter should be typewritten carefully on a letterhead of the kind that is to be used in printing, in order to be sure that the matter balances well. Care should also be taken to have a blank margin of at least ¾ inch, preferably more, at both the left side and the right side of the sheet. If the names and addresses are to be inserted afterwards, enough blank space should be left at the top of the body matter of the letter for that purpose, as in Fig. 5. If the matter is to be set single-spaced, or solid, as it is termed in printing, as shown in Fig. 2, a blank space of one line should be left between paragraphs. A great many form letters are printed without this blank space between paragraphs, thus giving a crowded appearance, much unlike good typewriting, which these letters are supposed to imitate.

92. Filling-In Work.—The filling in of the name and address of the prospect at top of the letter is called filling-in work. This work, if done by trained people, is so cleverly matched as to defy detection. Unless a name is matched in so carefully as to seem the same color as the body of the letter, it is better not to fill in the name at all. A poorly filled-in letter is an insult to the prospect's intelligence. It is possible to have this work done right and it costs no more to have it done that way than carelessly.

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INTERNATIONAL CORRESPONDENCE SCHOOLS
Scranton, Pa.

We learn from our Representative that you intend studying Spanish.

Spanish is the language of about sixty-five millions of people, the greater part of whom now have active business relations with the United States. These relations have increased wonderfully with the acquisition of the Philippines and of Porto Rico, the freedom of Cuba, the steady investment of American capital in Mexico, the construction of the Panama Canal, and on

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Throughout all Spanish-America there is a demand for Spanish-speaking Americans to superintend the construction of steam and electric railways, light plants, mining and milling establishments, and to operate and manage these when completed. Thousands of young men from the United States found remunerative employment in the work of the Panama Canal, because they had a knowledge of Spanish.

Spanish is a beautiful language and is the most easily learned of all foreign tongues. Our method of teaching by means of the Edison phonograph with the I.C.S. Repeating Attachment, and the Edison Gold Mold Records--affording standard, unchangeable pronunciation, makes it possible for you at reasonable expense to own a language teacher--a patient, tireless one. The enclosed folder will be interesting to you.

Our Representative will call on you again soon, at which time he will be pleased to demonstrate our method of teaching. We trust you will then decide to enroll with us.

Truly yours,

INTERNATIONAL CORRESPONDENCE SCHOOLS

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FIG. 5

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In Fig. 5 is shown a good example of a form letter just as the printer would deliver it to a customer. This letter is printed with ink from set type, the typewriter effect being procured by a thin cloth that is spread over the type during the printing. With a proper ribbon on the typewriter, dates, names, and addresses can be inserted in letters of this kind so well that a great many persons will not notice that part is printed and part is typewritten.

Where letters are produced by the "ribbon" process—a process in which printing is done by means of an inked ribbon, so as to give exactly the effect produced by the type of a typewriter striking through a ribbon—it is customary for the printer to furnish the customer with a strip of the ribbon used in printing the job. This strip can then be put on the typewriter and, by careful operating, the names and addresses can be inserted in the same shade as the body matter of the letters.

It is not always easy to match well with a typewriter the form letters produced by stencil processes, and it is almost impossible to match those printed direct from set type with no intervening thin cloth or ribbon.

93. As form letters are sent out in great quantities by advertisers, persons that receive much mail get so many form letters that they recognize them as such unless the similarity to original typewriting is unusually good; but even if they do, a neat form letter with the name and address of the person carefully inserted has a personal feature about it that is lacking in all other forms of printed matter, and is therefore more likely to be read. There are thousands that do not receive a great deal of mail and cannot distinguish that part of the letter is printed. Such persons receive such a communication as one written especially to them.

In order to give a personal tone to the form letter and add special data to fit special cases, blank spaces may be left in the body of the printed letter so that matters of a personal nature may be inserted. This personal matter may include the person's name or the name of an acquaintance of his. As an illustration, the first line of the letter shown in Fig. 5 could

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be omitted in the printing, and then, when the name and address is inserted, a special line could be inserted by the typewriter operator as follows: "We learn from Mr. William Jones, of your town, that you intend to take up the study of Spanish about September 1." This plan gives a personal feature to form letters.

94. Still another plan is to have a letter consist of two sheets, the first one being printed and the other wholly typewritten. In this case, space is left at the top of the first sheet for inserting the name and address, while the necessary personal features are covered by the matter written on the second sheet.

A common method is to have the printer leave space somewhere in the body of the letter, so that the name of the person addressed, that of a retailer, or that of some other person may be inserted by means of a typewriter. Suppose, for instance, that the form letter treats of a new brand of coffee and it is desired to refer in some way to the local grocer. The best way to do this would be to leave a blank space near the end of a line so that the name of the grocer would look as if it belonged there, no matter whether it were short or long. A letter of this kind could start something like this: "Acting on the suggestion of our local agent .'' The object in all letters of this kind is to use enough words to bring the blank space for a name near the end of a line, where it will be convenient for the inserting of the name, and at the same time not detract from the appearance of the letter. Using a person's name lends a desirable conversational tone to the letter. There is a difference in typewriter type according to make of machine, which must be considered in ordering letters printed.

95. Signatures.—Some writers favor a personally written signature; they claim that better results are obtained than if a cut of the signature itself is used and printed. This is a question for individual testing. Modern printing science has made it possible to produce printed signatures that look almost as though they were done by hand. If the signature is well done, it will certainly be found more economical to have it printed than to sign each letter by hand.

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TERRELL LAND & DEVELOPMENT COMPANY
TERRELL, FLORIDA

December 23, 1914.

Dear Mr. Hathaway:-

Will you be our guest for a week, enjoying Florida's balmy climate, transportation free?

We are inviting a few earnest, sincere Northern folks, of good standing, on a special excursion when the North is in Winter's grip and the South like June. Frankly, so many have been selling Florida lands thru misrepresentation in your section, that we want folks to come as our guests and report truthfully to their friends.

You want to see the grape-fruit groves paying their owners a thousand dollars the acre - truck farms $200 to $1200 an acre -- orange trees laden with fragrant blossoms and the golden fruit making golden profits -- when New England is frozen, See things as they really are --where men with little money are living better and making more money than ever before.

This excursion will be via Washington allowing time for sightseeing. It passes through scenes of historic interest, and will be most enjoyable because of the people who will be our guests. We've invited just a few from your neighborhood, because we want only folks who are looking forward to a life of greater comfort than the North affords. People who want a bit of garden, a goodly home and income, so they may take things easier when old age comes. Folks who want Health, Home and Happiness -- freedom from worry, care and burdensome toil. We are inviting you to join us and if you are interested in the home we've pictured, you'll come. May we hear from you?

Interestedly,

Frank Cotton, General Manager,

Terrell Land and Development Co.

FIG. 6

The original of this was on ivory stock, printed in two colors—black, with delicate green for the background. The reduced reproduction gives a fair idea of the effect

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96. Length of a Letter.—Several times, in this Section, mention has been made of the length of a letter. The writer must not get the idea that a long letter is better than a short letter or that a short letter is better than a long letter. There is no set rule. If written interestingly, the prospect might read a letter though it were two pages long. If not written interestingly, the prospect might not read three lines of the letter. Long letters are not good if a short letter can tell the whole story well. Short letters are ineffective if they leave out something the prospect wants to know. The advertiser should write naturally, say all he has to say interestingly, then go over the letter and cut out any superfluous phrases; let short, terse sentences take the place of lengthy, involved phrases; make the whole letter live and full of real interest and enthusiasm.

97. Stationery for Letters.—For most classes of letters well-designed and well-printed letterheads on good stock should be used. There is a growing tendency toward specially designed letterheads.

One noted letter writer goes so far as to refuse to accept commissions for the writing of letters for which he does not design the letterhead. He tells how a manufacturer of baby carriages secured a remarkably good letter to go to happy mothers of new-born babes. He tried out the letter on his factory letterhead to 2,000 names and secured a return of 1¾ per cent. Then 2,000 were sent out printed on a sepia-tinted stock covered with laughing, naked infants done in soft undertones all over its surface, and in the last inch at the bottom other babies riding gayly in the manufacturer's go-carts.

These letters produced to the extent of 8½ per cent. because of the sentiment aroused by the unusual letterhead combined with copy in line with the design. The nature of the business and of the special appeal will, of course, determine whether the expense is worth while. Most lines of business could have an occasional specially designed letterhead. Fig. 6 shows a letter and specially designed letterhead aimed to sell Florida land to denizens of the colder North.

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HOUSE PUBLICATIONS

PURPOSES, FORMS, AND METHODS

INTRODUCTION

1. A house publication, or house organ, is a magazine or bulletin published by a business house and sent to dealers, customers, or employes, to promote good-will, increase sales, induce better salesmanship, or develop better profits.

House publications are distinct from publications issued as independent enterprises and for which a subscription price is charged. Some house publications, or *house organs,* as they are known in the advertising world, charge subscription prices to certain readers under special circumstances. Occasionally house publications are later converted into magazines. *System,* "the Magazine of Business," now published in Chicago and sold by yearly subscription, was at first the house publication of a firm making filing devices.

There are approximately one thousand house organs published in the United States and Canada alone. Many house organs are discontinued every year, and the idea commonly prevails that the death rate among house publications is high. However, if the field and the objects for which they are published are considered, the death rate, or discontinuance, is much less than in some other forms of advertising. The fact is that house publications form such a prominent advertising medium that their discontinuance causes more comment than the discontinuance of blotters, enclosures, or almost any other form of direct advertising.

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The first American house publication was Benjamin Franklin's *Poor Richard's Almanac,* a publication advertising Benjamin Franklin's print shop, and now known as a classic. A similar house publication used by a firm of electrical contractors is known today as *Poor Richard's New Almanac.*

2. The results from a house publication may be direct or indirect. Good-will cannot be measured in dollars and cents, but the good-will value of some trade-marks is worth millions of dollars.

The sales manager of a Chicago firm made up a list of 209 concerns whose business could not be secured by his salesmen. These prospects' names were put on the mailing list, and every issue of this firm's sixteen-page house publication for a year was sent to them. At the end of a year 136 of the 209 prospects had become customers and their business had amounted to over $200,000. A large proportion of this result was undoubtedly due to the house organ.

A large Philadelphia concern issued a sixteen-page booklet entitled The History of the Houghton Line, which carried as its subtitle "The Book That Built a Million-Dollar Business." The booklet tells in detail how this firm, after trying all other forms of advertising, finally solved its publicity problem by issuing a house publication, which started with 300 copies and 9 years later circulated among nearly 100,000 readers. This firm uses no other form of advertising now, and publishes the following indorsement in the booklet: "In 9 years the *Line* is credited with having earned over a half million dollars in profits. It has reduced the cost of obtaining inquiries through advertising 90 per cent."

Not all house publications are so successful. Owing to the cost of editing, printing, and mailing, the method of advertising by means of a first-class house publication is expensive, and requires close attention to the plan in order to be profitable.

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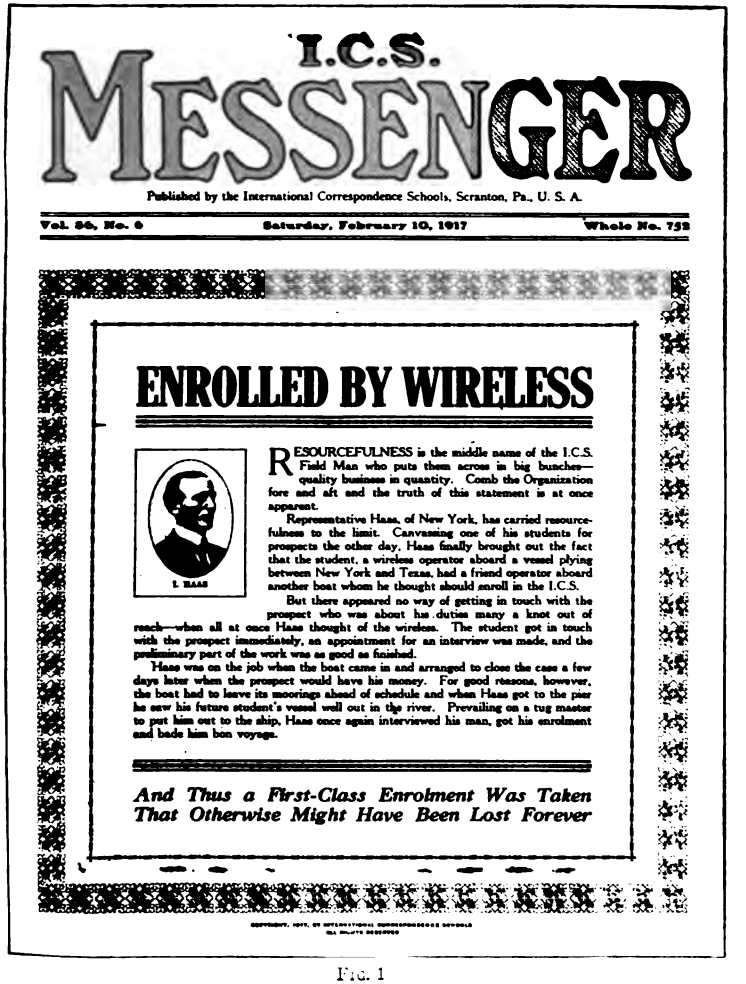
CLASSIFICATION OF HOUSE PUBLICATIONS

3. From the standpoint of the reader of the house publication, and his viewpoint is a most important one to consider,



I.C.S.

MESSENGER

Published by the International Correspondence Schools, Scranton, Pa., U. S. A.

Vol. 34, No. 6 Saturday, February 10, 1917 Whole No. 752

ENROLLED BY WIRELESS

RESOURCEFULNESS is the middle name of the I.C.S. Field Man who puts them across in big bunches—quality business in quantity. Comb the Organization fore and aft and the truth of this statement is at once apparent.

Representative Haas, of New York, has carried resourcefulness to the limit. Canvassing one of his students for prospects the other day, Haas finally brought out the fact that the student, a wireless operator aboard a vessel plying between New York and Texas, had a friend operator aboard another boat whom he thought should enroll in the I.C.S.

But there appeared no way of getting in touch with the prospect who was about his duties many a knot out of reach—when all at once Haas thought of the wireless. The student got in touch with the prospect immediately, an appointment for an interview was made, and the preliminary part of the work was as good as finished.

Haas was on the job when the boat came in and arranged to close the case a few days later when the prospect would have his money. For good reasons, however, the boat had to leave its moorings ahead of schedule and when Haas got to the pier he saw his future student's vessel well out in the river. Prevailing on a tug master to put him out to the ship, Haas once again interviewed his man, got his enrolment and bade him bon voyage.

And Thus a First-Class Enrolment Was Taken That Otherwise Might Have Been Lost Forever

Fig. 1

house publications are divided into four rather well-defined classes: (1) Salesmen's or agents'; (2) dealers'; (3) employes' or internal; and (4) consumers' or users'.

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From the standpoint of the publisher, house publications may be broadly classified as (1) those going to people who sell, such as salesmen, agents, dealers, and so on, and (2) those going to people who buy, customers of the house, in other words.

FIG. 2

Most house publications are issued monthly; some going to salesmen and agents are issued weekly, and a few are published quarterly; some advertisers unwisely send out house publications "now and then."

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FIG. 3

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Most house publications are edited by the advertising or sales department, though in most cases, particularly in house publications going to employes, there is a special department of publication.

4. House Publications for Salesmen and Agents. The *I.C.S. Messenger,* Fig. 1, issued by the International Correspondence Schools, Scranton, Pennsylvania; *The Protectograph Weekly Bulletin,* Fig. 2, issued by the Todd Protectograph Company, Rochester, New York; *The Agents' News,* Fig. 3, issued by the Imperial Life Assurance Company, Toronto, Ontario, Canada, are good examples of house publications intended to assist salesmen and agents. These reproductions, as well as nearly all the others in this Section, are reduced from the original size.

Fig. 4

The Larkin Idea, Fig. 4, published by the Larkin Company, Buffalo, New York, is issued with the idea of making an agent of every customer that will consent to become one, so this publication goes to both agents and consumers.

The house publication issued in behalf of salesmen and agents affords a most convenient method of sending out important and interesting information about goods, the methods of manufacturing, the policy of the firm, changes in prices and

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discounts, changes in the plan of selling goods, successful selling schemes, salesmanship talk, advertising news, etc. It also affords opportunity to publish details of contests that most large selling organizations arrange among their salesmen and agents, the names and relative standing of the contestants at various stages of the contest, the working plans of the successful ones, etc. A publication of this kind should be an attractive bulletin of information from the manufacturer to those distributing his product. If conducted by practical writers and

REGULAR EDITION

The Addressograph-er

REGULAR EDITION

A Co-Operative Publication in the Interests of All Concerned in The Addressograph Company—Users, Makers, Sellers, Office Workers and Others.

VOLUME FIVE CHICAGO, MARCH, 1917 NUMBER THREE

FIGHT FOR HUNDRED CLUB HONORS

FRANCE HAS NO SONG OF HATE SAYS MELBURN

Starts With His Convoy In First Wave of Big Spring Offensive

Which One?

MacGREGOR AND HARRINGTON IN CLOSE RACE

Officials Are Confident That Fifty Men Will Make Hundred Club

BULLETIN

FIG. 5

printed and illustrated well, it becomes an invaluable part of a sales organization. Though important information is usually given in personal communications, concerns that employ many salesmen or agents find in the house publication an economical means of imparting valuable information to those on the "firing line" of commercial battles.

A house publication going to salesmen only need not be expensive, but may be produced on a duplicating machine.

The Addressograph-er, published by a firm manufacturing an addressing machine, is another salesman's house publica-

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FIG. 6

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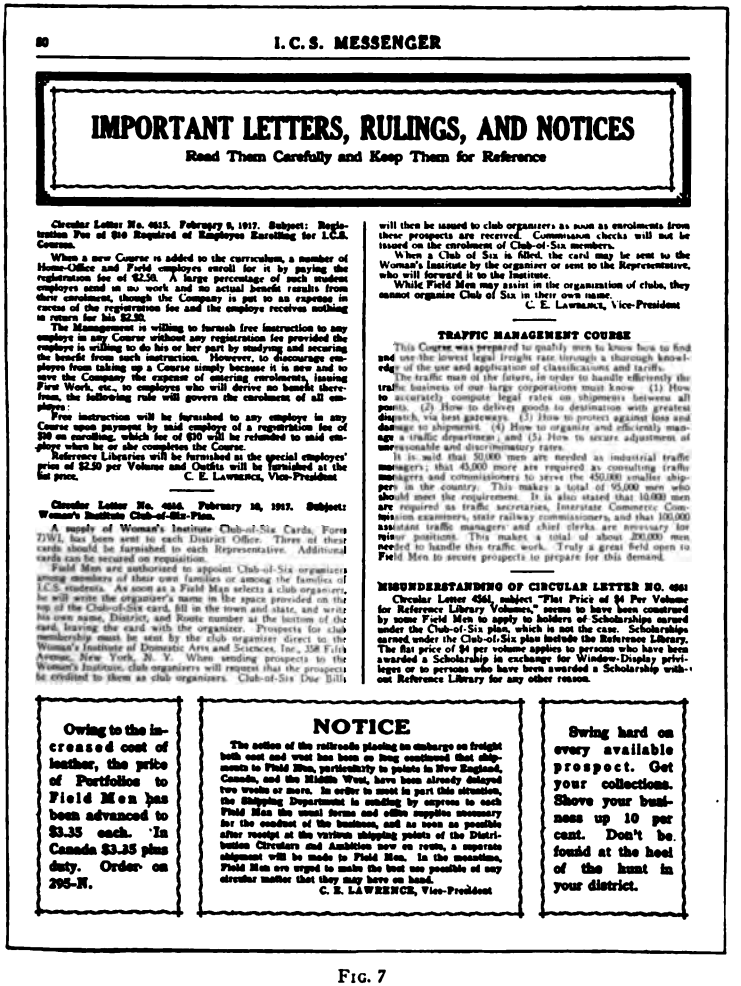
tion; it devotes almost one page to the standing of salesmen. A part of the front cover is shown in Fig. 5, and it is marked "Regular Edition." A separate house publication for users is



80 I. C. S. MESSENGER

IMPORTANT LETTERS, RULINGS, AND NOTICES

Read Them Carefully and Keep Them for Reference

Circular Letter No. 4615. February 9, 1917. Subject: Registration Fee of $10 Required of Employes Enrolling for I.C.S. Courses.

When a new Course is added to the curriculum, a number of Home-Office and Field employes enroll for it by paying the registration fee of $2.50. A large percentage of such student employes send in no work and no actual benefit results from their enrolment, though the Company is put to an expense in excess of the registration fee and the employe receives nothing in return for his $2.50.

The Management is willing to furnish free instruction to any employe in any Course without any registration fee provided the employe is willing to do his or her part by studying and securing the benefit from such instruction. However, to discourage employes from taking up a Course simply because it is new and to save the Company the expense of entering enrolments, issuing First Work, etc., to employes who will derive no benefit therefrom, the following rule will govern the enrolment of all employes:

Free instruction will be furnished to any employe in any Course upon payment by said employe of a registration fee of $10 on enrolling, which fee of $10 will be refunded to said employe when he or she completes the Course.

Reference Libraries will be furnished at the special employes' price of $2.50 per Volume and Outfits will be furnished at the list price. C. E. LAWRENCE, Vice-President

Circular Letter No. 4616. February 10, 1917. Subject: Woman's Institute Club-of-Six Plan.

A supply of Woman's Institute Club-of-Six Cards, Form 71WI, has been sent to each District Office. Three of these cards should be furnished to each Representative. Additional cards can be secured on requisition.

Field Men are authorized to appoint Club-of-Six organizers among members of their own families or among the families of I.C.S. students. As soon as a Field Man selects a club organizer, he will write the organizer's name in the space provided on the top of the Club-of-Six card, fill in the town and state, and write his own name, District, and Route number at the bottom of the card, leaving the card with the organizer. Prospects for club membership must be sent by the club organizer direct to the Woman's Institute of Domestic Arts and Sciences, Inc., 358 Fifth Avenue, New York, N. Y. When sending prospects to the Woman's Institute, club organizers will request that the prospects be credited to them as club organizers. Club-of-Six Due Bills will then be issued to club organizers as soon as enrolments from these prospects are received. Commission checks will not be issued on the enrolment of Club-of-Six members.

When a Club of Six is filled, the card may be sent to the Woman's Institute by the organizer or sent to the Representative, who will forward it to the Institute.

While Field Men may assist in the organization of clubs, they cannot organize Club of Six in their own name.

C. E. LAWRENCE, Vice-President

TRAFFIC MANAGEMENT COURSE

This Course was prepared to qualify men to know how to find and use the lowest legal freight rate through a thorough knowledge of the use and application of classifications and tariffs.

The traffic man of the future, in order to handle efficiently the traffic business of our large corporations must know (1) How to accurately compute legal rates on shipments between all points. (2) How to deliver goods to destination with greatest dispatch, via best gateways. (3) How to protect against loss and damage to shipments. (4) How to organize and efficiently manage a traffic department; and (5) How to secure adjustment of unreasonable and discriminatory rates.

It is said that 50,000 men are needed as industrial traffic managers; that 45,000 more are required as consulting traffic managers and commissioners to serve the 450,000 smaller shippers in the country. This makes a total of 95,000 men who should meet the requirement. It is also stated that 10,000 men are required as traffic secretaries, Interstate Commerce Commission examiners, state railway commissioners, and that 100,000 assistant traffic managers and chief clerks are necessary for minor positions. This makes a total of about 200,000 men needed to handle this traffic work. Truly a great field open to Field Men to secure prospects to prepare for this demand.

MISUNDERSTANDING OF CIRCULAR LETTER NO. 4561

Circular Letter 4561, subject "Flat Price of $4 Per Volume for Reference Library Volumes," seems to have been construed by some Field Men to apply to holders of Scholarships earned under the Club-of-Six plan, which is not the case. Scholarships earned under the Club-of-Six plan include the Reference Library. The flat price of $4 per volume applies to persons who have been awarded a Scholarship in exchange for Window-Display privileges or to persons who have been awarded a Scholarship without Reference Library for any other reason.

Owing to the increased cost of leather, the price of Portfolios to Field Men has been advanced to $3.35 each. In Canada $3.35 plus duty. Order on 295-N.

NOTICE

The action of the railroads placing an embargo on freight both east and west has been so long continued that shipments to Field Men, particularly to points in New England, Canada, and the Middle West, have been already delayed two weeks or more. In order to meet in part this situation, the Shipping Department is sending by express to each Field Man the usual forms and office supplies necessary for the conduct of the business, and as soon as possible after receipt at the various shipping points of the Distribution Circulars and Ambition now en route, a separate shipment will be made to Field Men. In the meantime, Field Men are urged to make the best use possible of any circular matter that they may have on hand.

C. E. LAWRENCE, Vice-President

Swing hard on every available prospect. Get your collections. Shove your business up 10 per cent. Don't be found at the heel of the hunt in your district.

FIG. 7

also called *The Addressograph-er,* but it is marked "User's Edition." *The N. B. C.*, Fig. 6, goes only to salesmen, agencies,

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and distributing branches of all kinds, but one page is usually devoted to employe news and is for home-office distribution.

5. Use of House Publications in Educating Salesmen.—The particular number of the *I.C.S. Messenger* shown in Fig. 7 is used to educate salesmen. In this number representatives and students working to enroll others are shown how to sell the course in Traffic Management. Instruction in regard to certain circular letters previously issued is also given.

The *Protectograph Weekly Bulletin,* Fig. 2, carries several articles for the education of salesmen. One is "A Modern Black Art," telling of a moving-picture film produced by the Protectograph firm showing how checks may be raised when not protected. "Trading Out Other Machines" is another article. "They 'Forgot' to Protect It," illustrated with a raised check itself, is a telling piece of sales work. In another article appears: "Blowing Price Objection to Pieces." This publication averages about 20 to 24 pages weekly, size 6 in. by 8½ in., and has been published for years, yet each issue shows good selling helps.

Many salesmen complain that the house publications issued by their firms set forth impracticable plans. This criticism is undoubtedly well founded, for it is true that the preparation of house publications is occasionally left to some one with ability to write well, but with either no experience in doing what he tries to help others to do, or else the lack of ability to present sound ideas to others. Probably no firm can afford to put its best salesman at work on a house publication, but if an active part in the preparation of the magazine cannot be taken by an experienced salesman who can write well enough to give intelligent and practical suggestions, the person in charge of getting out the house publication should secure for publication the experiences, plans, and ideas of successful salesmen and agents. In this way, the publication can be made a clearing house of good plans and a bulletin of fresh selling points; it should serve to induce the less successful salesman to profit by the methods of others. It is sometimes advisable to offer premiums or cash prizes for accounts of successful plans from salesmen.

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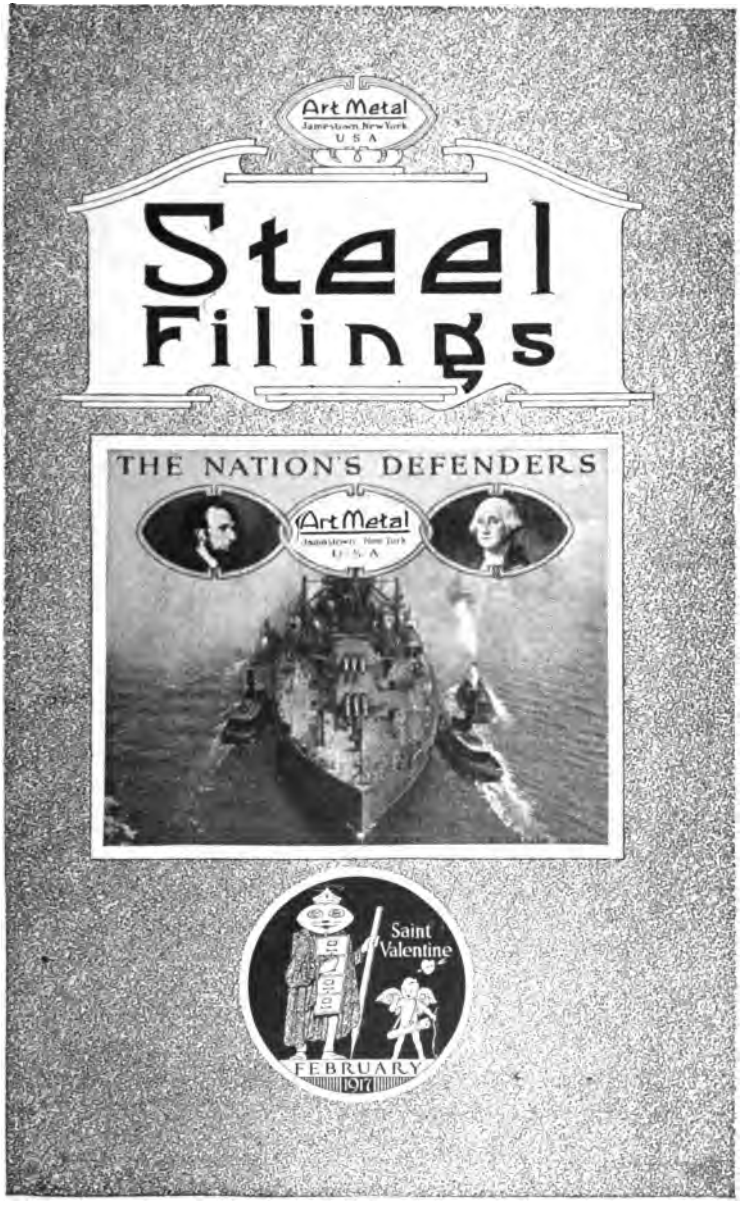

FIG. 8

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The average salesman cannot tell the story of his sales in a way that will carry a strong suggestion to others. It is frequently necessary to take his story and rewrite it, giving full credit to him.

The house organ affords great opportunity to keep up enthusiasm and a feeling of cooperation among salesmen and agents. It does not take the place of letters sent direct to salesmen, but it covers a broad field and is a strong link between the firm and the representatives in the sales field. The term *agents* has reference to those men who are really agents and act on salary or commission for a firm; it has no reference to firms who represent certain lines as agents, but who are, in strict terms, dealers and nothing else.

6. House Publications for Dealers.—*Steel Filings,* Fig. 8, published by the Art Metal Construction Company, Jamestown, New York, is a valuable house publication that has been the means of largely increasing distribution among dealers and increasing sales through dealers. This monthly publication, size 5½ in. by 9 in., sixteen pages, not only exploits Art Metal furniture and files and shows the retailer what the company is doing in the way of aggressive advertising, but it gives excellent selling plans for retailers, practical ideas for window displays, etc. A series of bookkeeping-system articles for stationers and printers was published, and detailed articles on the processes of manufacture and explicit explanation of the selling points of the lines have appeared.

Articles that will help to gain and retain the interest of dealers, whether purely educational or helpful in the direct selling of the line, are published, although the main purpose of this publication is to keep the advertiser's line before the dealers. Fig. 9 shows an article on the subject of lighting store windows, which appeared in *Steel Filings;* this article attracted considerable interest, but it would not sell the firm's product either directly or indirectly.

7. *The Stewart Lever,* Fig. 10, is another form of house publication to go to dealers. It has a circulation of 100,000 copies, it is said, and uses expensive offset-process covers.

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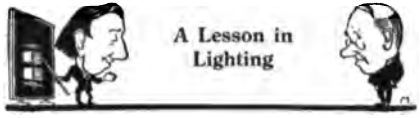

Light—the Salesman

By J. L. Stam, Chief Engineer, National X-Ray Reflector Co., Chicago, Ill.

The manager of a store on 42d Street, New York, wanted to find out just how much better lighting would increase the selling value of his windows, so he placed men behind screens to count the number of people who stopped to look at the window with different kinds of lighting.

Windows without light produced no results at all.

Then the most primitive method of window lighting was installed. Unshaded lights were hung in the window and studded along the sides in plain view of everyone. By actual count 12% of the passersby stopped and looked.

Then the lamps were concealed—powerful reflectors directed the light all onto the display—earn money stood out sharply and clearly in a brilliant flood of well diffused light—the effect was like a theatre stage. The count then showed that 72% of the passersby looked at the displays.

Good lighting had increased the pulling power of that window 500% on the most brightly lighted street in the world! No matter how excellent your window displays are if you fail to light them properly, they will not attract the attention and sell the goods they should. Show me a store whose window lighting is poor and I'll show you a business which can be materially increased.

A typical show window searchlight made of glass, pure silver plate and scientifically designed to throw all the light on the goods in the window.

Your Editor asked me to write this article because he knew of the great success achieved by our company in the window lighting field. He says, "I feel sure every Art Metal dealer will want to know about the best window lighting to be had, because if they improve the lighting of their store fronts, more business is sure to result."

We have built up a big business on window lighting first, because we save the merchant money. If he is satisfied with the present brightness of his windows we cut down his light bill from ten to forty per cent. We install reflectors which gather up all the light which is now shooting against the ceiling and ends of the windows and out through the glass onto the sidewalk and throw all this light on the goods—just like a searchlight.

In that way the merchant gets just as much light on the goods by using smaller lamps.

But usually the merchant is more interested in brightening up his windows without increasing the light bill. Then by using X-Ray reflectors and the same size lamps he is now using, we give him brighter windows by utilizing the wasted light.

Showing how an X-Ray reflector distributes all the light evenly inside the windows, while concealing the lamp from passers-by and from people inside the store.

Of course, the light must be spread evenly over the display. Shadows must be avoided, especially when large objects such as file cases, desks, etc., are occasionally displayed. There must be no glare. The reflectors must be easily cleaned. If the window has a low or glass background, the lamps must be so covered that they will not be visible from inside the store. High windows need a concentrating type of reflector. Deep windows need a broadly distributing type.

So you see the many problems which must be successfully solved require much study and experiment. But after sixteen years of success, X-Ray reflectors, as they are called, have been standardized everywhere by the biggest merchants.

You are now paying a bill every month for window lighting. Why not get the full value out of it? Go to your electric light company and ask them about X-Ray Window reflectors. You might just as well make your windows pull more business.

Tool Takes Art Metal at Memphis

S. C. Tool & Co., of Memphis, Tenn., have recently taken the agency for Art Metal. We welcome them to the ranks and shortly after they started, Special Agency Representative L. F. Hancock held a store meeting of all their salesmen, including their six traveling men, followed by a Get-together Luncheon.

Light your windows like a theater stage. Above you see how Stevens, Maloney & Co., of Chicago, use the X-Ray system of window lighting to make their Art Metal display stop the passer-by.

Wanted

WANTED, to buy one olive green 5 drawer 5 x 3 card section of the old Art Metal "500" line, for lock stack, if possible. Charles L. Patterson Co., 1733 Champa Street, Denver, Colo.

Card Writing Made Easy

(Continued from p. 7)

nent by having it lettered in letters about twice as large as the balance of the lettering on the card. It is not often necessary to have more than at least two sizes of lettering on the card, all the lettering, however, should be practically the same style alphabet. If you do have different style alphabets on the card, be sure never to use more than two.

Details as to these speed pens may be secured direct from the Furniture Merchants Trade Journal, Des Moines, Iowa.

FIG. 9

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FIG. 10

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FIG. 11

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One issue contained 32 pages, 8¼ in. by 11¾ in., and a cover. Fiction was included and many illustrations were used. The purpose of this publication is to sell a long line of products to the automobile dealer and garage man and to give the Stewart-Warner Speedometer Corporation an opportunity to describe and illustrate in detail its products to the trade. This can be done more effectively by means of a house publication than in a catalog, and the cost is perhaps less than if the story were told through high-priced magazines, though this form of advertising is also used.

Ginger, Fig. 11, used by Stone-Ordean-Wells Company, of Duluth, Minnesota, wholesale grocers, is an excellent example of another class of house publications for the dealer. Each issue contains from 36 to 40 pages, 6 in. by 9 in. Several pages are usually devoted to a special feature article and some to fiction. Original jokes are used throughout. No attempt is made to teach the dealer to do anything and yet the sales from it are surprisingly large. The text refers frequently to Stone-Ordean-Wells Company, but not always. There are straight advertising pages in the publication as in a magazine, some of these for the advertiser's own company and some for other firms.

8. In a house publication for dealers, it is usual to try to help the dealer. A series of general advertising lessons may be run, model general advertisements shown, and cuts of advertisements offered free to those applying for them. Other ways of getting closer cooperation from the dealer are through offering circular literature with the house publication, by showing good window displays, giving aid in store management, and telling about special campaigns.

Concerns that do a large business through dealers realize that although the periodicals they send out are called house publications, there must not be too much house flavor to them, and they must publish interesting matter that makes for more and better business and larger profits for the retailer in order to command attention. Such publications do not bring traceable results, but they produce immediately, exerting general

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THE MODEL "S"

A Spectacle Bridge that takes the weight off the nose

The exceptionally wide pads on this bridge hold the lenses in the correct optical position.

And because of their width they relieve pressure and *distribute the weight of the glasses.*

An Adjustable Mounting With a Narrow P. D.

Gold Filled $6.50 a doz. Rx. .65c
10 Kt. Gold $18 a doz. Rx. $1.80

10 Kt. pads can be supplied on the Gold Filled

AT YOUR JOBBER OR DIRECT

E. Kirstein Sons Co.

Maybe

it's just a wheeze or two of spray on the glasses, but the patient likes this individual attention

DO IT WITH A HANDY LENS SPRAYER

Red rubber bulb, crystal glass with highly polished nickel trimmings.

Price 75 cents each

E. Kirstein Sons Co.

FIG. 12

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influence over future business and giving salesmen of the dealer considerable assistance.

The Shur-on Chronicle, Fig. 12, published by E. Kirstein Sons Company, manufacturers of opticians' supplies, illustrates how this house keeps the trade advised of some of its new designs in eye-glass mounting, etc. By making the announcement of these new styles in the house publication first, the company is able to key the results of its house publication to a certain degree.

House publications do not take the place of trade-paper advertising, but they do a work that cannot be done by trade papers.

9. House Publications for Employes.—According to one business economist of the day, the problem of the near future will not be one of making money but of "making men."

Nearly all large firms appreciate this problem, and in their attempt to meet it, they are turning for help first to the house publication. The house magazine for employes, or what is termed the *internal house publication,* does not refer to the publication that goes to road salesmen. It has reference to the publication that goes to workers, clerks, and employes many of whom are non-productive rather than actually productive in the dollars-and-cents return basis. The sales people for a department store, for instance, receive a house publication of the internal, or employe, variety and not of the road salesmen's, or agents', variety. The object of such a publication is to increase the efficiency of the recipient or to create good-will for the firm. An excellent example of such a house publication is the *Wells Fargo Messenger,* Fig. 13, issued to increase the cooperation of Fargo men and women everywhere, and having the effect of bringing messengers in the Far West in close touch with those who deliver products to magnificent New York houses. This publication contains fiction, and it is alive with Fargo news. The issue illustrated is known as the Denver Number. The front and back covers are both utilized to show the mile-high city against the Pike's Peak background, and naturally the opening article is "Denver, the Beautiful."

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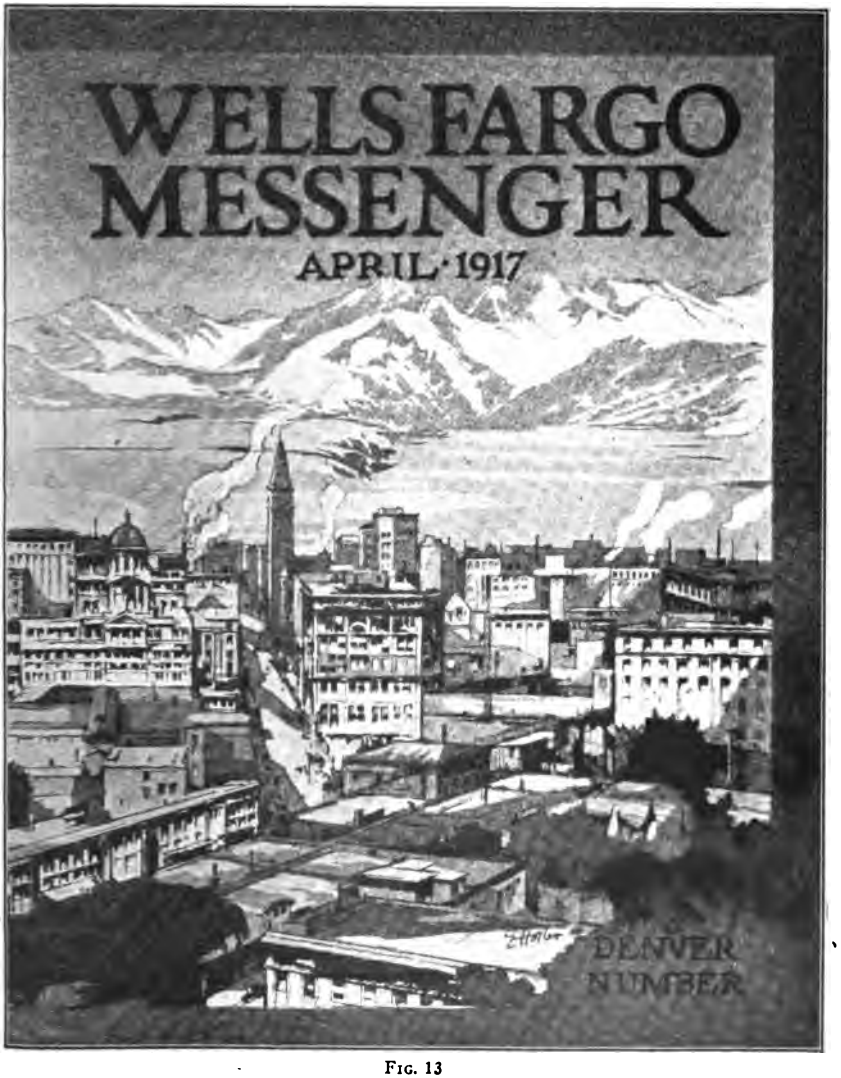

FIG. 13

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ARMCO BULLETIN

Published in the interests of "ARMCO MEN" under the direction of the Operating Department of

THE AMERICAN ROLLING MILL COMPANY.

Address all communications to the Vice President in charge of the Operating Division.

CHARLES R. HOOK.....Vice President Operating Division
M. E. DANFORD.....General Superintendent of Works
A. K. LEWIS,.....Editor

Think! Armco Men and Women Think of Safety.

I have viewed with alarm, disappointment, and sorrow the large number of reports on accidents, both serious and minor, which have been the result either of absolute carelessness or failure to keep constantly in mind the thought of safety.

We have repeatedly called your attention to the fact that all the safety devices we can install, all the rules we can formulate, all the safety signs we can post, all the Committees we appoint, will have but little effect unless we can prevail upon you to take a personal interest in your own safety and that of your fellow workman.

One of our superintendents, who is an ardent "Safety First" man in speaking of a recent serious accident said: "I preach and practice safety constantly, and I believe that this plant has a better record in this department than any other plant can show, but in spite of all that the organization has done and is doing along safety lines, and in spite of all that I can do, men will get reckless and after they suffer the consequences even they themselves can't tell why they took chances—there's only one answer, 'Carelessness.'"

When I sat down to write this appeal, to Armco men and women, to think more of safety, I immediately began to realize that whatever I might say might possibly be construed as the thoughts of one who was necessarily prejudiced. The final responsibility for safety in the works being placed upon me by the General Management, some might think I was trying to get from under my own load by placing it upon the shoulders of the more than five thousand workers in our plants. It occurred to me then that the best way to bring this message to you would be to have The Bulletin be the spokesman for a man whose life work is Safety, whose heart and soul are in the work, who is interested in no particular plant, no particular individual nor set of individuals and whose devotion to his responsibilities is unquestioned.

That man is Mr. Victor T. Noonan, Safety Director of the State of Ohio.

FIG. 14

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Other articles in the issue are "Behind the Trenches 'Somewhere in France'," giving the experiences of Wells Fargo men in their London, Liverpool, and Paris offices, then serving their colors on European battlefields; "A Constructive Business Regime"; "Speaking of Our New Pension System"; "Oakland Plays Up the Safety Trunk"; "Handling a Honeymoon Car"; "Our Agent at Pearsall"; "It Was Only a Cat, but—"; "Brightening His Corner at Bolivar, Mo."; and so on.

Another use of the employe house publication is to drive home the necessity for care in handling tools, etc. as a part of the safety-first movement. *Armco Bulletin,* Fig. 14, published by the American Rolling Mill Company, illustrates this point.

Nearly all the public service, telephone, telegraph, and railroad companies publish house magazines, some of them quite pretentious, and many sell advertising space in their publications. *Sunset* was originally the house magazine of the Southern Pacific Company but is now a magazine published by others.

Many large manufacturers publish employe, or internal, house publications, and there is a growing field for this class of house periodicals in order to cement more closely the relation of the worker and the boss.

10. House Publications for Consumers or Users. When the magazine is one intended for the consumer or user, the matter published in it must be of a somewhat different character from that of a publication intended for salesmen, agents, dealers, or employes.

The Winton Motor Carriage Company, Cleveland, Ohio, on receipt of an inquiry about an automobile, immediately places the inquirer's name on the list to receive its house publication, *The Auto Era,* Fig. 15. This firm believes that the reading of interesting matter about automobile trips and automobiles, and particularly about the Winton machine, will eventually influence the inquirer to purchase a machine and to select the Winton.

Automobile companies are frequent users of the consumer house publication. *The Packard,* Fig. 16, size 9 in. by 12 in.,

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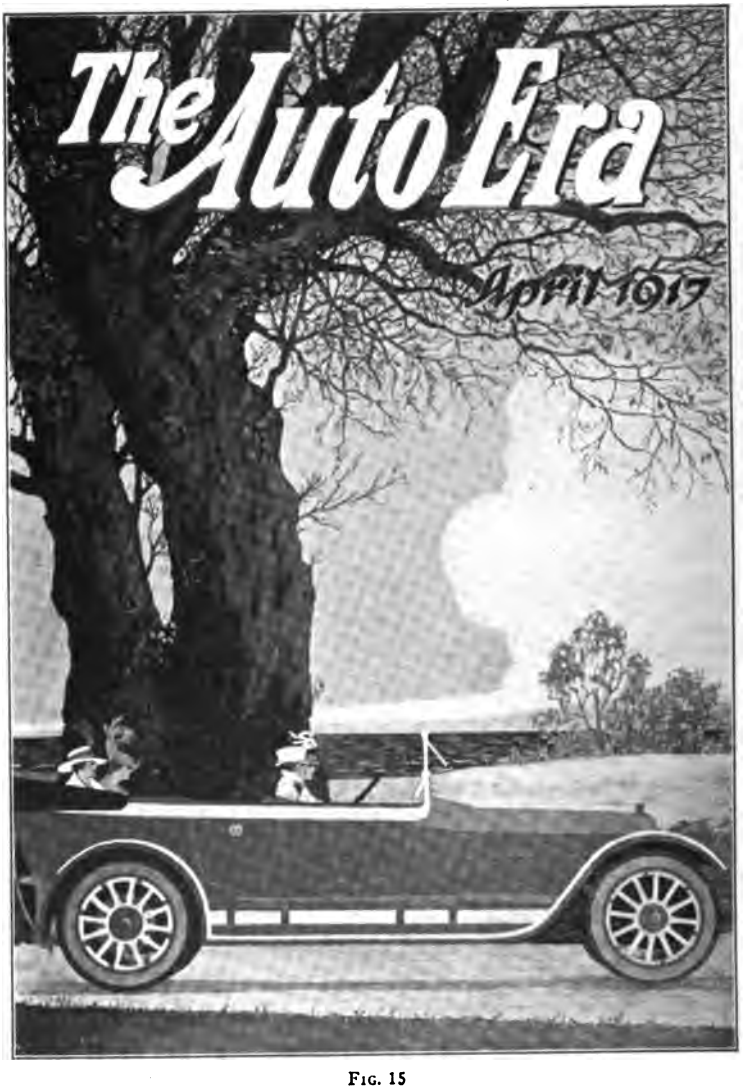

FIG. 15

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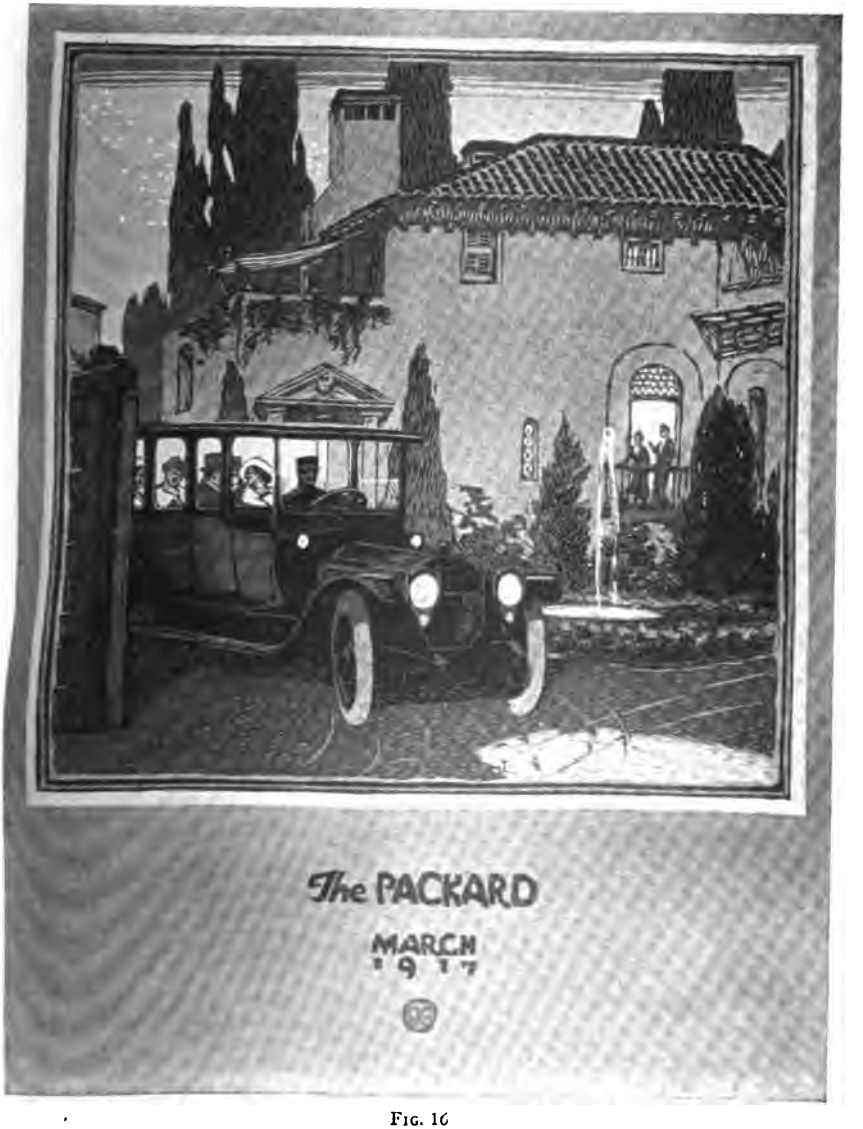

Fig. 16

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is one of the most elaborate house publications going to automobile users and prospective users.

By means of the house publication to users, automobile companies find it possible to induce users to help, directly and indirectly, to sell cars, and since the average purchase price is rather high, this form of advertising is on the increase. Automobile firms are not the only ones that publish user, or consumer, house organs. The consumer class covers a wider range than any of the other three classes for the simple reason that people in all the other three classes may be logical recipients of consumer, or user, house publications.

The employe of the factory may be a logical prospect for a low-priced motor car, and so he is put on the house-publication list of an automobile company. The dealer who handles the product of this factory may be in the market for a complete set of store-lighting fixtures, for instance, and so be put on the list to receive the house organ of a lighting-fixtures company, while the salesman or agent for this same factory is very likely to be put on the mailing list of a house publication issued by a tailor, for instance, or any firm that sells articles for which there is a general demand.

11. *Gesundheit,* Fig. 17, is an example of a consumer house publication used to further the sales of Euclid Sunburst and other beverages, and is one that pays its own way by the direct sales it creates.

When house organs are sent to prospective consumers, it is even more important than with publications sent to salesmen, agents, dealers, and employes, that the matter published be of an interesting character. The prospective consumer does not have the same interest in the affairs of the manufacturer that the agent, salesman, dealer, or employe would have, and the publication must be of such a character as to command attention and create interest.

12. An unusual example of the user, or consumer, house organ is *The Main Track,* Fig. 18, issued by Main, Squires & Company, a firm of certified public accountants who are audi-

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tors, systematizers, and experts in business efficiency. This house publication is issued by a professional organization with nothing to sell but service.

In order to conform to a high standard of professional ethics,

FIG. 17

no mention is made in *The Main Track* of the clients served by this company. Consequently, the subject matter must be given over to general articles dealing with the value and necessity of adequate methods of accounting, the desirability of

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regular auditors, and the possibility of efficiency methods and system in the conduct of a business or organization.

In order to lighten what otherwise would be a heavy type of house publication, marginal cartoons, Fig. 18, are used to illus-

The Main Track

We Follow The Main Track

GO TO the wall and look at the map of the United States.

The most important feature to the man of a commercial mind is the intricate net work of railroads that cover almost every section with the intricacy of a spider's web.

Innumerable junction points are presented to the eye. The variety of routes offered between two remote points is bewildering.

We Begin Our Journey With High Hopes

It need not be impressed upon the mind of the experienced traveler that the shortest distance between two points is not by any degree of certainty the quickest, the most comfortable or the most dependable route.

The shortest mileage may be represented by a series of small "jerk-waters" climbing up and down hill with scant regard for level grade. The main traveled track may make wide detours to insure low grades and fast running.

A parallel condition exists in business management. The most abbreviated "short-cut" methods are not the most efficient — nor do they give the most satisfactory results. Between hopelessly involved red tape and reckless abbreviation of method, there is a satisfaction and efficiency — and this is the method that we seek out and put in practical working order.

Abstract theories are not the basis of our work. We deal with established fact and sound experience. We

Routine, to some people, means taking root.

FIG. 18

trate the articles, and each issue contains at least one, and possibly two, articles written in the form of a story or a fable bringing out the essential business points in a striking and interesting manner.

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Two regular departments serve to break the monotony of *The Main Track*. One page is devoted to "Editorial Observations," making comments on current events of a financial nature, and the other, "Flag Stations," is a page devoted to epigrams in which the railroad terminology is largely used on account of the name of the publication. *The Main Track* was chosen as the name for this house publication because it allows the use of the name of the head of the company and suggests his firm, besides permitting the use of a number of railroad symbolisms, thus making it easier to aim the editorial contents of the publication.

13. *The Successful Store Keeper,* Fig. 25, published by the Feil Manufacturing Company, Cleveland, Ohio, manufacturers of Salvet and several widely known brands of stock foods, backs up the general advertising of the firm, and by means of keyed postal cards enclosed with each issue, the returns are definitely measured. This publication is sent to dealers in stock foods, and in addition to specific information regarding the lines of the company, it contains articles of real merit showing dealers how to increase their sales not only in the Feil products, but any other lines they may handle. *The Successful Store Keeper* is an educational publication and the sales articles it contains are largely responsible for the interest created by the magazine. The actual business created by each issue proves definitely that this house publication pays. The Feil Manufacturing Company is a heavy user of advertising space in agricultural publications, and does a large volume of business all over the country.

14. *The Agents' News,* which was illustrated in Fig. 3, as originally planned was merely to carry official and confidential information to the insurance company's agents. As it is now published, it fulfills not only this purpose, but it provides a fund of interesting miscellaneous information and contains a number of inspirational articles. The effect of the publication now is to increase enthusiasm among the agents and to lead them to greater efforts to increase sales. A portion of the book

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Figure 8
Illustration Showing Fixture for Holding Long Steel Strips for Grinding on the Edge, such as Scales, Lasers, etc

grinding and cylindrical grinding. In cylindrical grinding the arc of contact is usually very much smaller than in surface grinding. This difference is important in that it necessitates the use of a wheel of different character, both in its physical properties and mechanical dimensions.

Accuracy Possible

The best design and construction of a machine for this purpose will grind plane surfaces which are geometrically correct, according to the definition referred to. It is possible, with the best designed and constructed machines, to grind such plane surfaces within limits as close as .0002" and to various degrees of perfection in the finish, according to the skill of the operator and the wheels employed. It is possible to grind two flat surfaces so nearly perfect that when rubbed together there is a sufficient contact of the surfaces that when the top plate is lifted the bottom one will rise with it.

An interesting experiment which illustrates the degree of accuracy to which a surface grinding machine may be made, is shown in Fig. 1 where the table of the machine has been ground under its own power, a standard 14' straightedge placed on the table by applying what is known as a tissue test. By the tissue test is meant the placing of tissue papers at intervals of about 2" between the surface ground and the straightedge, and then trying to remove some of the paper which, if possible, would indicate that the surface was not true or flat. In the test illustrated it was not possible to remove a single strip of paper.

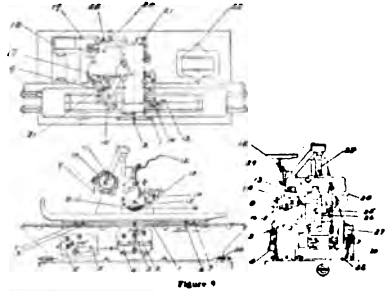

Figure 9

(1) Reversing Lever
(2) Reversing Lever Latch
(3) Reversing Lever Trip
(4) Reversing Electrodes and Agitator
(5) Cage Pole
(6) Reversing Dogs
(7) Reversing Dogs
(8) Wheel Guard
(9) Reversing Motor Crank Handle
(10) Adjustment for Elevating Wheel Head
(11) Adjustment Feed for Water
(12) Water Cocks
(13) Tilting Handwheel
(14) Handwheel for Moving Wheel Slide In and Out
(15) Water Valve
(16) Water Pipe
(17) Floating Stand
(18) Water Tank
(19) Water Pump
(20) Main Drive Belt Idler
(21) Countershaft Bearings
(22) Main Drive Motor
(23) Floating Screw for Wheel Head
(24) Water Supply Pipe
(25) Torque Rod for Main Drum Drive
(26) Driving Belt
(27) Drive Belt to Drive from Countershaft

Essential Elements of Machine

The design of a machine to handle plane surface work of this nature and with such refinement as above described, necessitates a construction of extreme rigidity and accuracy. There must be suitable means provided for mounting the wheel and adjusting it in relation to the work being ground. A movable table must be conveniently arranged to carry the work under the wheel, and certain mechanisms provided to revolve the wheel and move the table, and conveniences in the form of indices, adjustments, etc., consistent with the type and design of machine employed. Fig. 9 illustrates a common type of machine and the various parts are listed by number under it.

Method of Handling Work

There are various methods of handling work and holding it on the work table. Of course, special fixtures can be designed to accommodate certain jobs. With reference to the illustrations accompanying this article we show two distinct methods of handling the work. In the illustration Fig. 10 the work is held by a magnetic chuck, and in Fig. 8 by a special clamping fixture.

The methods of handling work on the plane surface grinding machine are common to all other types of machine tools, and the table is of such construction and proportions as to make possible the use of jigs and special fixtures.

Machine Production

Plane surfaces have been ground to a fine finish within limits of plus or minus .001" at the rate of 2½ cubic inches of steel removed in one minute. On the

FIG. 19

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Ackers WEEKLY BILL OF FARE

ISSUED EVERY MONDAY FOR UP-TO-DATE HOUSEWIVES

Vol. XXXVI Philadelphia, February 26th to March 10th. No. 5

Special No. 1

Ackers "H. G." Lobster

Large Size, 32c. Can: $6 55 Doz.
Med. Size, 23c. Can: $3 90 Doz.
Small Size, 20c. Can: $2.35 Doz.
—Two Weeks

Lobster of strictly fancy quality.

Use just the same as fresh lobster—with a bottle of "H. G." Mayonnaise the most palatable Lobster Salad may be made in a few minutes.

And ready to use in all the other tempting ways—Lobster Newburg, Patties, etc.

Would you suppose that it requires the meat of four good-sized lobsters to fill a large can of "H. G." Lobster?

Special No. 3

Ackers

Plymouth Rock Mackerel

10-Lb. Pail, $2.25 -Two Weeks

These Plymouth Rocks are fine fat shore fish, weighing about 1½ pounds each.

Good color—fine texture—with the most appetizing flavor.

This present catch is especially good.

Keep the fish covered with brine and they will remain in perfect condition until used.

Special No. 2

Large Can—Ackers

"H. G." Clam Chowder

$1.60 Doz.: 20c. Can—Two Weeks

Everyone enjoys New England Clam Chowder when properly prepared.

"H. G." Clam Chowder is made from genuine New England Clams, which are not obtainable in the Philadelphia markets.

Packt for us by one of the oldest New England chowder makers—and made right where the clams are gathered.

That's why many patrons tell us that "H. G." Clam Chowder is better than any they can make at home.

Merely requires heating.

Tempting Lenten Foods

There is no reason why the Lenten Foods should not be tempting and appetizing in every way.

The Acker Quality Lenten Foods represent the finest quality the world affords.

And their association with reasonable prices is no objection?

Special No. 4

Ackers

White Fish Caviar

Large Jars, 20c.: $6 75 Doz.
Med. Jars, 15c.: $3.65 Doz.
Small, 2 for 25c.: $1.45 Doz.
Two Weeks

Caviar on Toast?

The Acker White Fish Caviar solves the problem of serving caviar at a moderate price.

Miscellaneous Sardines

Imported Boneless, Can, 22 & 35c.		
" Plain . . " 20 & 30c.		
" Peeled & Boneless 35c.		
French Boneless . Can, 40 & 30c.		
" Plain Can, 22, 28 & 40c.		

Ackers Salmon Steak	Can	Doz
Large Cans,	.28	$3 25
Small Cans,	.16	1.85
"A Q" Salmon Cutlet	35	4.00
Ackers Luncheon Salmon		
Tall Cans,	.25	2 75
Standard Salmon		
Medium Red,	22	2 60
Ackers Luncheon Catlet		
Oval Cans,	.25	2.90

Best Quality Shad Roe

$4 00 Doz.: 35c. Tin

This appetizing Shad Roe, prepared on the Pacific Coast, is ready for your table the entire year.

And do you know that shad roe, broiled on toast with a slice or two of crisp bacon, makes a most appetizing breakfast?

Boneless Codfish

3-Lb. Wood Boxes, 60c.

Prepared for those who want the select portions of pure cod.

Finest quality—boneless.

Ideal for serving Creamed, Broiled or Buttered.

Lobster Paste	Can, 20c.
Imported Anchovies	Jars, 40, 55 & 75c.
Deviled Tuna	Large Cans, 25c.; Doz., $2 90
Diamond Back Terrapin	Can, 70c.; Doz., $8.00

Special No. 5

Natural Color—Strictly Pure

Ackers Love Apple **Tomato Catsup**

Large Bot., 25c.; $2 90 Doz
Small Bot., 15c.; $1 75 Doz.
Two Weeks

Love Apple is Ideal Tomato Catsup.

It is absolutely pure—without a trace of artificial coloring or preservative.

Prepared in the most cleanly manner from FRESH tomatoes, *at the height of the season when tomatoes possess their richest* fragrance.

The flavor is perfect—a genuine appetite tempter.

Special No. 6

"H. G." Shrimps

Large Size, 25c.: $2.90 Doz.
Small Size, 2 Cans, 25c: $1.45 Doz.
—Two Weeks

Fond of Shrimp Salad?

With a can of "H. G." Shrimps and a bottle of "H. G." Mayonnaise this tempting salad may be prepared in a few moments.

Place in cold running water for a few minutes before serving and they will be fresh and crisp—and just as bright and tempting as shrimps can be.

"La Favorita"—Imported

Toasted Sardines

$2.25 Doz.: 20c. Can

La Favorita are these dainty little Sardines with toasty flavor.

Many enjoy them who do not care for regular sardines.

Just as tempting and dainty as can be—so difficult to obtain these days.

About twenty of these dainty little fish to the can—all with that appetizing flavor.

Special No. 7

Ackers "H. G."

Soused Baby Mackerel

$2 10 Doz.: 18c. Can—Two Weeks

Appetizing Soused Mackerel?

The small "Baby" size is usually considered so much more desirable than the larger fish.

Appetizingly soused—ready to serve—a pleasing dish for the Lenten luncheon or tea.

Brighton Cheese, 35c. Lb.

If you want rich, sharp, creamy Cheese, Brighton is the name you should order.

We are frequently asked why anyone buys imported cheese when cheese of this type is made in America.

Roquefort Relish	Cans, 35c.
Cheese Salad	" 15c.
Pepper Cheese	" 15c.

Headquarters For Lenten Specialties

FIG. 20

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is also given over to the reproduction of testimonial letters received from beneficiaries of the company.

15. Consumer, or user, house organs may become textbooks in effect. Fig. 19 shows two pages from *Grits and Grinds,* the consumer publication of the Norton Company. It is a technical paper published in the interest of the grinding industry for users of grinding wheels and grinding machines. Even the operator of the grinding machine is helped in his work by reading it. The matter published is strictly technical.

16. *Acker's Weekly,* Fig. 20, is sent out to consumers by Finley Acker Company, Philadelphia, Pennsylvania. It has not only aided greatly in local business, but has built up considerable mail-order business. The publication is mailed to a well-chosen list and kept in supply at the store, where customers may ask for it. Orders are often made out direct from its pages, and results may be more or less accurately checked by these orders. Similar publications have used coupons including a special offer as a help in tracing results.

17. A sort of syndicated store paper may be used by those who find local printing high and poor, or feel they cannot afford to run an entirely private paper. *The Inland Storekeeper,* New York, N. Y., publishes such a paper, giving in each case the individual title of each separate client and furnishing general matter for three pages, which are alike for all merchants; the fourth page is left blank for the local store's special advertising.

PRELIMINARIES TO BE CONSIDERED BEFORE STARTING A HOUSE PUBLICATION

18. Choosing a Name.—The selection of an appropriate name for a house publication is important, for it is depended on to arouse a desire to look within. The title should be easy to pronounce, easy to remember, not flippant, and, if possible, suggest the business.

Ginger, the name of a house publication for a wholesale grocer, was a good name originally, but it has been copied and

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revamped until it has lost its force. Bulletin, Service, News, Weekly, and Monthly are commonplace.

Names may be of four kinds: (1) The firm name added to a word like Bulletin or Facts, like *Goodyear Tire News,* published by the Goodyear Tire and Rubber Company of Canada; *American Light,* issued by American Gas Machine Company, makers of gas-lighting machines; (2) fanciful, as *Whooperup,* issued by Baker Importing Company, coffee importers and roasters; *Paint-ology,* issued by C. R. Cook Paint Company; (3) clever without particular reference to the business, as *Cadmus Cadence,* issued by the Cadmus Press, printers; *Baer Facts,* published by a firm of stationers named Baer; and (4) suggestive of the business without too much of the firm name and a sort of "teaser" effect, as *Hubbell's Individuality* for a firm of printers who do work that has individuality; *Drill Chips* for the little magazine of a drill company; *Pen Prophet* for a fountain-pen house publication sent to dealers; *The Yellow Strand* for a rope company that brands its rope with a yellow strand.

Most of the first two classes of names are commonplace, and usually the third and fourth classes should be striven for, though in the case of *American Light* the title of the first class is good.

In choosing a name, it is important to consider who the readers are to be, what is desired of them, what the publication is for. Then a name should be striven for that will rival what is classed as the 100-per-cent. perfect name for a house organ —*The Salt Seller,* published by Diamond Crystal Salt Company for distribution among dealers. This title is not strained in effect, it is not overclever, it is not commonplace, it is of the teaser variety, and it rearouses interest almost every time the title is seen because it is so appropriate and suggestive.

If a name suggestive of the business and possessing a sort of teaser effect cannot be hit upon, it is well to choose a name that is clever without having particular reference to the business, for names of this sort have a way of sticking in the memory, and that is what is desired in order to influence the reader to look for the next number.

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The Larkin Idea is a well-selected title because it suggests not only the name of the company but also the Larkin *plan* of supplying the consumer direct through the customer-agent.

19. Size of Publication.—The size chosen for the publication should be suited to the business and not merely the first size that comes to mind or that the printer suggests, for the size that would be appropriate for a publication issued by a button concern might not be at all good for a publication on mammoth engines. The readers should be considered also. Are they expected to carry the publication and read it on the street cars, in subway trains, or are they to read it at home? Is it desired to make an impression on those readers by the very size of the house publication, or are they already interested and is it merely a matter of giving them the publication? The method of distribution should be considered also, for if a house publication is to be sent to workmen, it may be wise to enclose copies with their pay envelopes.

Fig. 21

Hundreds of house publications measured were found to range from *Tower Spirit,* Fig. 21, size 2½ in. by 4½ in., slipped into the pay envelopes of a manufacturing firm, to *War News,* Fig. 22, 17 in. by 22 in. *War News* was published by a steel-

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Art Metal

Issued from the Headquarters of the Commander-in-Chief of the Art Metal Army for the Peace of all Office Workers, Employees and Employers

Art Metal

VOL. II NO. 7 — JAMESTOWN, N. Y., MONDAY, SEPTEMBER 18, 1916

PEACE IS DECLARED

A THEFT COMMITTED IN BROAD DAYLIGHT

General Manager

Dear Sir:

Yours received. Glad you made a business friend for Art Metal. All deals are finished for the good while in Galena. Lost one order, was not as good as we could get, but was more than offset by another order for more than double the amount. Have the finest lot of boys we ever had. We do our best. Regards to all.

Yours,

[illegible]

One of our war correspondents admits, frankly, that he is guilty of a theft. He happened into the tent of General Lines one day last week and noticed on his desk a confidential despatch from Commander-in-Chief Standard.

He swiped it.

We take pleasure, therefore, in reproducing on this page a facsimile reproduction of this confidential despatch since we know that every man jack in the Art Metal Army will want a peek at it.

Read it yourself

Even though peace has been declared, will you pledge your support to help General Lines accomplish this difficult mission placed in his hands by Commander-in-Chief of the Allied Art Metal Army?

Get the $100,000 Increase In August —SURE

GEO. J. B. ROGERS

"Did we get the $100,000 increase for August 1916, over August 1915?" that is the question that has been appearing all Art Metalphon since September 1st.

When seen in his headquarters last night General "Jim" Rogers, second in command of the Allied Art Metal Armies, officially announced that we did get that increase—and more, to spare.

Now that peace has been declared he seemed a bit reluctant to give out an official estimate of how much we exceeded the boys who have stood on the foot of our hill last November took our hearts and the dedicating thousand dollars to spend—or rogerson pressed for an answer, he replied.

"We can realize that all the only get that $100,000 increase over $114,000

OFFICIAL WAR NEWS

HEADQUARTERS OF KING QUO'T, SEPTEMBER 18, 1916,
VIA WIRELESS

Old King Quota has given up the unequal fight, after valiantly trying for three months to withstand the onslaughts of the Allied Art Metal Army. He surrendered to Commander-in-Chief of the great army yesterday.

During these three months were called for and Generals Lines, Rogers and Lewis manned by soft more and more Art Metal has been terrific. A glance at the Battery Hangers dished up, and long the "photographs" of some of the sinews of war, kept the boys these mighty generals shown on busy. Back and King Quota's page two of this issue will forts far beyond the banks of show you what a terrible battle Quotamount Lemonia.

it has been.

Prizes have been declared on the 1st of August 30th of this month and the great Army of the Allied Art Metal Army of up field against Quota's forces has passed as if King Quota might have there @ten on September make a big break in their Aug- that records were phenomenal ust salient but the reserves with which they still were presented at this country

JUNE JULY AUGUST

The Prize Money Winners Were:

June — Lockwood Brass Works, Bristol, Conn.; Nelson Manufacturing Company, Nelson, Ohio; Schlitz Brewing Company, Milwaukee, Wis.

July — Whitney Printing Company, Hartford, Conn.; Hartford Steam Boiler Inspection & Insurance Co., Hartford, Conn.; Hartford Fire Insurance Co., Hartford, Conn.; Hartford Accident & Indemnity Co., Hartford, Conn.; Hartford Steam Boiler & Supply Company, Akron, Ohio

Aug. — A. Thomas Piano Company, Jamestown, N. Y.; Dayton Dry Goods Co., Minneapolis, Minn.; Minneapolis Office, Minneapolis, Minn.; Alexander & Dale, Inc., Ashland, Ky.

Today's News

Winners are announced on page 3

Legion of Honor [illegible] page 4

Mystery of Old Man Hungind explained page 2

Pictures of the 100% page 1

Story of Dogpatch Staff page 1

"Verse" of mighty importance page 2

Col. Jim's Story page 2

Results Art Metal's Own Sales-men's Contest page 1

FIG. 22

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furniture company with the intention of impressing the recipients with the bigness of the contest during which it was issued; and it was approximately full newspaper size and in newspaper style throughout. The average publication was found to be about 6 in. by 9 in. in size, which is approximately the size used for *Agents' News,* Fig. 3; *Steel Filings,* Fig. 8; *Ginger,* Fig. 11; *Shur-on Chronicle,* Fig. 12; *Grits and Grinds,* Fig. 19. Another popular size is 8½ in. by 12 in., used for Fig. 23, which permits the reproduction of most magazine advertisements in full size.

The *Little Cos,* Fig. 23, issued by the *Cosmopolitan Magazine,* is a striking example of what different conditions may require in a house organ from the standpoint of size. In the lower left-hand corner is shown an issue of *Little Cos* for September, 1914, which in the original measured 3⅛ in. by 5⅞ in., and the other edition of *Little Cos* measures approximately 8½ in. by 12 in. The *Cosmopolitan Magazine* changed from the standard size to what is known as the big, or flat size, publication; therefore, the size of the house organ was changed and out of all proportion—as indicated by the views of the old and the new shape in Fig. 23—in order to drive home to advertising men the change made in the regular edition of the *Cosmopolitan.* On the title page the announcement reads: "Little Cos in the BIG SIZE."

20. Editorial Policy.—The editorial policy should be decided on when the starting of the house publication is first considered. In order to command continued interest and to knit closer the relation between the reader and the publisher of the house organ, the publication should have distinctive characteristics. The publisher must take the readers into his confidence, as it were, and publish articles that bring out his policy and the details of the business in a mutual-interest style. The publication must have a definite aim, for no two classes of readers can be appealed to from the same viewpoint. The employe is interested in pay and the dealer in profit, and each looks at his object from a different angle. The salesman will heed appeals to pride that would not reach the average employe.

Just as the successful salesman is remembered largely by

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Fig. 23

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reason of his personality, so the successful house publication is remembered. The tone of the house publication of a dignified, conservative bank would not be appropriate for a house publication going to sporting-goods dealers. The editorial policy of the house publication must be the policy of the house itself, and if the house is working along without a fixed policy, it and its house publication stand small chance of success. What are the results desired? What methods will be used to secure results? Answering these two questions and considering the policy of the house sets roughly the editorial policy of the house publication.

21. Cover Design.—The cover should be considered before starting the house publication. Is there to be a special cover design or cover stock, or will the policy be to make use of the first page for the cover? Publications making use of the first page for the cover are termed self-enclosing publications. *Steel Filings,* Fig. 8, and the *N. B. C.,* Fig. 6, are self-enclosing publications. The cover design is printed in the same form and with the rest of the publication.

Most self-enclosing publications use only one color on the cover, for to do otherwise means running the entire form, 8 or 16 pages, through again for the extra color.

Cover designs are divided into two classes, relevant and irrelevant, and both of these classes may be topical, or timely, or not. **Relevant** cover designs are pertinent to the business of the advertiser. **Irrelevant** cover designs do not refer, directly or indirectly, to the advertiser's business. **Topical,** or timely, covers refer to the season or the topic of the hour, and have news value.

Fig. 24 shows three cover designs of *Northern Furniture,* the house publication of a furniture manufacturer, for the months of March, April, and May. The March cover, which is topical and relevant, is a woods scene showing the big trees—the raw material of the furniture—and the caption of the cover is "Spring Business." Looking at those monarchs of the forest, the reader gets the subconscious appeal that Northern Furniture is good furniture.

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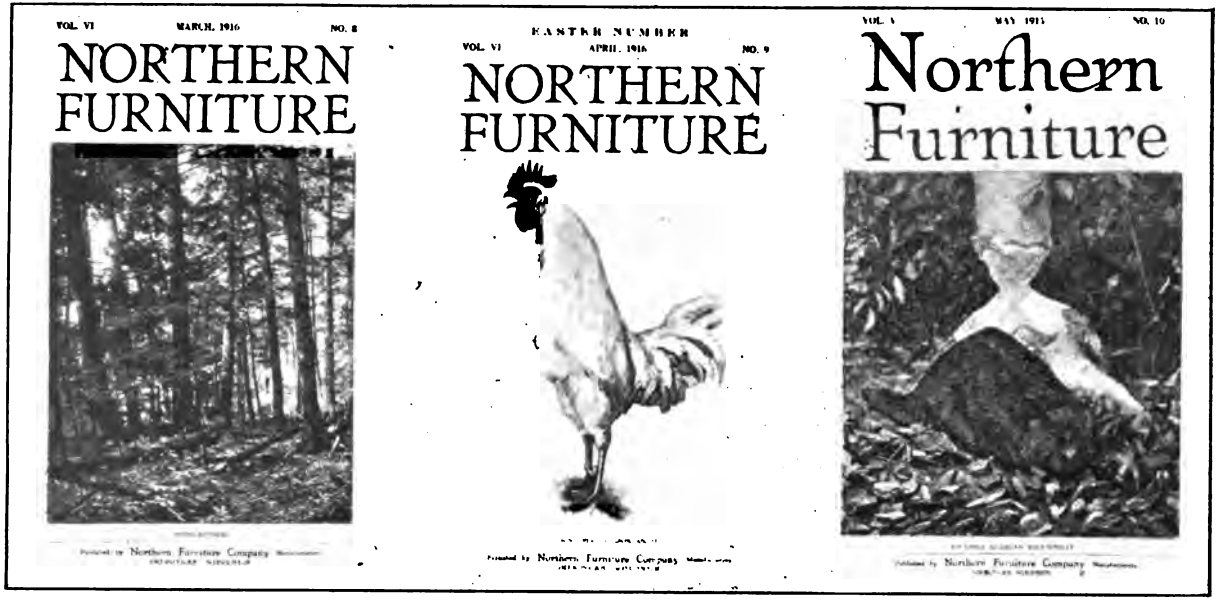

Fig. 24

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The April cover, which is topical and irrelevant, shows a rooster crowing, and the cover is marked "Easter Number." The title of the picture is "Something to Crow About." This cover could be as well applied to flying machines, furniture, or felt hats; it is merely a general claim without selling value.

The May cover, which is relevant and not particularly topical, or timely, shows a beaver with a tree in the background almost ready to fall. The title of this picture is "An Early American Woodworker." This cover could be used any month of the year and tied up indirectly with the business just as well.

By looking over the illustrations in this Section, it is possible to get a clear impression of what is open in the way of cover designs. Fig. 1 shows a topical, or timely, relevant cover. The successful salesman's picture is shown and his resourcefulness in getting in touch with prospects.

Fig. 2 shows a topical, irrelevant cover playing up the shamrock in green for the March 16 issue of the Bulletin.

Fig. 6 shows a relevant cover without a timely appeal, and yet, if the expense were justified, a cover design that lends itself admirably to the timely appeal. The little boy could be shown carrying his box of crackers under varying weather conditions, in all climes, and yet protecting the contents.

Fig. 8 is particularly relevant and timely, tying up Lincoln, Washington, and the U. S. S. Pennsylvania and the product, Art Metal, as all being "The Nation's Defenders." The appeal is timely for the February cover, and it is relevant because the U. S. S. Pennsylvania is equipped throughout with Art Metal.

22. Cost of Covers.—From the standpoint of cost, cover designs may be divided roughly into four classes: (1) Expensive; (2) semiexpensive; (3) moderate-priced; (4) economical.

The Stewart Lever, Fig. 10, is an excellent example of the expensive offset-process cover; it could not be considered for the average house publication.

The Acorn cover, Fig. 25, is a semiexpensive, irrelevant topical cover; several colors have been used.

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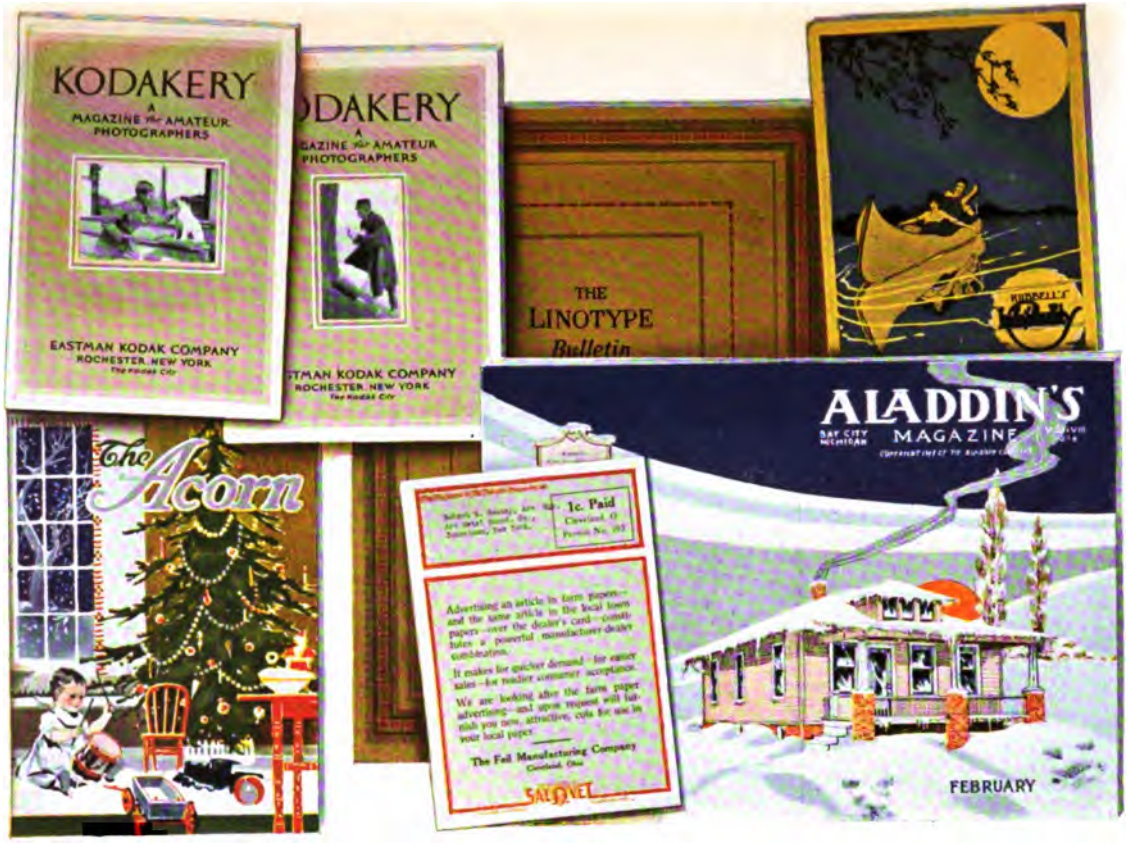

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FIG. 25

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The two issues of *Kodakery,* shown in Fig. 25, illustrate moderate-priced cover designs where the only change is the date of the issue and the rectangle in the center of the cover. The Eastman Company is enabled to use the same art work and drawings with each issue. Excellent effects may be secured at very moderate prices by the use of two colors as in the case of *Hubbell's Individuality,* also illustrated in Fig. 25.

The economical cover is the self-enclosing cover used by many publications where cost is an important consideration. *Steel Filings,* Fig. 8, and the *N. B. C.,* Fig. 6, are good examples of the economical cover.

Not all cover designs are illustrated, though many of them are. *Linotype Bulletin,* Fig. 25, shows an all-type cover, which is relevant because it is composed on the linotype.

Aladdin's Magazine, Fig. 25, shows a design that covers both the back and front. This is a striking cover and dresses up the one-color house publication that goes inside. The white of the paper was made use of for the snow effect in this February issue. The chief expense in connection with this cover, aside from the fact that it had to run through the presses an extra time, was the cost of the plates. In the small panel on the back part of the cover (almost covered in the illustration by the Salvet catalog) appear the words, "Warmth. From coldest parts of Alaska, the bleak plains of Maine, the most northern points of the United States, Aladdin Houses are giving their owners the utmost in comfort in the coldest weather—and with a minimum of fuel. This is proof of the high standards of Aladdin construction." This makes a strong selling cover design, and yet does not detract from the pictorial beauty. *Aladdin's Magazine* cover is excellent; it is relevant, topical, has sales value and beauty.

23. Making the Cover Serve as a Wrapper.—Some firms use a part of the front or back cover of a self-enclosing publication as the mailing wrapper, fastening the book with the stamps if the permit is not used, and a clip when the permit is used, as in the case of The Feil Manufacturing Company publication, Fig. 25.

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24. Importance of Cover Design.—The cover design has been treated at length here because, unless this point is given consideration before starting the house publication, the result will probably be a month-to-month policy and the publication will never arrive at its full value.

25. Methods of Distribution.—Many house publications published for the benefit of salesmen and agents are sent to the various branch offices of the company by express and then distributed to the agents or salesmen by hand. Most house publications, however, are sent through the mail as third-class matter direct to the retailers or consumers for whom they are intended. Employe, or internal, house publications are distributed personally, either enclosed with or accompanying pay envelopes, or passed around on publication days.

EDITING THE HOUSE PUBLICATION

26. Having decided to publish a house organ, chosen its name, determined its size and editorial policy, selected the cover and the method of distribution, the problem is just begun. Now comes the work of editing, the hardest of all, for what has already been done is merely getting ready for the publication. The value of the house publication to the reader and the publisher depends on what it contains.

27. Material for Publication.—The first task is to secure data for publication. One house-organ editor receives carbon copies of all correspondence sent out, and this gives him leads for many articles. The incoming orders and correspondence can of course be looked up after he has noted references to them in the letters going out.

This plan may not be feasible in every case. If not, the editor should keep in touch with all departments and ask for reports of interesting incidents. He should read the trade journals carefully, clipping all interesting and suggestive items. Eternal vigilance is the price of successful editing, to paraphrase the well-known saying. The editor should be ever watchful of news items to keep up interest and be continually

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on the alert to sense the readers' wishes. During a flurry in the news and trade publications about trade acceptances, for example, items will be read about these things when at other times similar items would not get a glance.

Another source of valuable suggestions is the exchange list of house publications. Many house publications will exchange, and while articles cannot be lifted bodily from other magazines, they may offer excellent suggestions for new articles, rewritten articles, ideas on illustration, typography, layouts, and so on. In case anything is copied from another publication, due credit should be given, and it is best to get permission to use the matter, especially if it is copyrighted.

28. Filing the Data.—Having secured material of various kinds, the editor should file it in such a manner as to have it instantly available for use. A simple plan of filing should be used because a complicated one will require too much time, and the house-organ editor usually has little time to waste.

A plan used by one editor is to have in the large vertical letter-file drawer of his desk a series of filing folders labeled as follows:

Cover suggestions
Layouts
Editorial pages
Title pages
Raw-product stories
Epigrams
Window diplays
Store arrangements
Profit-figuring and accounting
Cartoons
Proofs of cuts ready for use
Jokes
Illustrations
Personals
From the firing line
Advertising
Novel uses

These are followed by twelve folders bearing the names of months of the year, one for each issue. This editor publishes a house publication for dealers, and when he starts an issue he can look through his folder for that month and get the timely items; then he can refer to the other folders and be sure to round out his issue. For instance, the folder for October has within it a reference to Edison Week, so that he will be reminded to feature his company's sales to Edison during that month, Edison having chosen his company's products after thorough tests.

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As articles and suggestions are clipped, they are dropped into these filing folders and are ready when wanted. If an idea occurs to him for future use, a rough sketch and write-up of it is prepared and properly filed.

29. Selection of Features.—In editing the house publication, the class of readers aimed at must be kept in mind. Articles on any one line should not be overdone. While the readers of a dealer publication may be interested in one article on accounting every month, they would not care particularly to have accounting articles exclusively in every issue. Selecting timely items adds the value of the news feature to the appeal. The features played up strongly should be the ones that will lead as directly as possible to more sales, increased good-will, and better salesmanship.

30. Things to Avoid.—Jokes are all right in their place, but, as a rule, this place is not in a house publication. If it is made a joke book, readers will treat it as one. A few well-chosen jokes will add to the attractiveness of a house publication, but too many, and ill-chosen and inappropriate ones, will depreciate its sales value.

Readers should not be preached to. If it is desired to point a moral, the story could be written and associated with some person, named or not, as is the best policy.

The overuse of superlatives should be shunned. If a product is described as the very best, very greatest, the product of the very biggest and most efficient plant, it loses considerable value.

Undue familiarity should be avoided. "Yea, bo!" and such slang phrases have no place in the house publication of an ordinary business house.

31. Closing Date Essential.—A definite closing and publication date should be set and held to despite all interferences. If a week is needed to publish, 10 days before mailing date could be set as closing time. March publications should not be issued in April, and as third-class mail travels more slowly than first-class it should be mailed accordingly.

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Does it not naturally follow that the power of the dollar declines?

A dollar today will buy less bread than before the war. It will buy less copper, less steel, less coal, less paper, less printing.

Now what is the buyer of printing going to do about it?

When all Printerdom was set aghast a few months ago by the upward rush of prices, a mass meeting of advertisers, printers, paper men, and engravers was held at the Advertising Club in New York City.

The engravers explained with great plausibility that the increased price of metals and chemicals made an increased charge for engravings necessary. Paper men talked about the cost of pulp and casine. An eminent ink manufacturer submitted that the rising prices of colored inks were due to the insidious New Art, which he recommended be immediately abolished for the good of the trade.

When we were all persuaded that increased prices were altogether fitting and proper and that no one should be sent to jail therefor, the buyers of printing rose to attack the proposition "What are we going to do about it?"

A well-known national advertiser said that the thing to do in view of the high cost of printing was to buy less printing. He admitted that he had made a great discovery, to wit: a 48-page catalogue, which he was then printing, proved as valuable in every way as a 72-page book which he had formerly used. But we could not help thinking that the astute gentleman would not for years have paid the printer for the twenty-four unnecessary pages or the Government for carrying them if they really were as superfluous as he had just discovered. The poor fellow in his poverty rather suggested a down-and-out in a Bowery lodging house persuading himself that his plate of "beef-and" is quite as good as mushrooms and porterhouse.

Another suggestion was that mailing lists be cut down and that all the "dead" ones be weeded out and planted in some nearby cemetery—certainly a splendid scheme for war times, or peace times, or any times.

Someone thought that all would be well if but one color were made to bloom where two had formerly flourished.

The writer submitted that possibly the answer to the riddle was to increase the advertising appropriation. (Laughter and applause. "He is a droll fellow." "What a wag this printer is!")

Now as a matter of fact, the suggestion was the only true solution of the problem, and will be so demonstrated. If a $500,000 appropriation will no longer do the work of $500,000, but only that of $400,000, is it not obvious that the advertiser who has been spending $500,000 a year has two courses from which to choose—either he can continue to spend the same amount of money and get less advertising for it, or he can increase the amount of his expenditure to the point where he can buy the amount of publicity he has been formerly using?

The thing is so simple and elementary that it hardly seems worthy of discussion. The confusion which still exists in the minds of some is undoubtedly due to the fact that they have thus far been unable to conceive of the value of a dollar as a variable medium. To them a dollar is a dollar—neither more nor less—one hundred cents, two halves, four quarters, ten dimes, or twenty nickels. It is hard for them to understand, as we said before, that when dollars are plentiful they will not buy so much as they formerly did when they were less plentiful.

ANDREW CARNEGIE AS AN APPRENTICE

Read This Most Fascinating Story of How Andrew Carnegie Served His Apprenticeship as a Business Man and Finally Became One of America's Most Successful Manufacturer's. There is a Lesson to be Gleaned From the Story

In his little booklet, "How I Served My Apprenticeship as a Business Man," Andrew Carnegie again reveals to the inquisitive world how he achieved wealth and fame, beginning in the depths of poverty and rising to the very pinacle of supremacy. It is a fascinating story of real life portraying a determination on the part of a youth whose environment was such that at the age of eleven he was forced to become a daily wage earner and to help support the family, and dealing with his successes as he climbed upward in the business world.

That he had to work from childhood he considers fortunate. It cannot be said of Andrew Carnegie that he gained his wealth easily or that he came by it through schemes and dishonest speculation. He really earned it by hard struggle against almost overwhelming odds at first, gradually gaining ground, until at last, as a reward for his toil, he was able to face the world independently.

At the age of twelve his family moved to America to Allegheny City in Pennsylvania—four of them, father, mother, a younger brother and he. The father entered a cotton mill and young Andrew soon followed. Thus he began his subsequent apprenticeship as a business man. His wages were to be one dollar and twenty cents per week. He says in his booklet:

"I cannot tell you how proud I was when I received my first week's own earnings. One dollar and twenty cents made by my self and given to me because I had been of some use in the world. No longer entirely dependent upon my parents, but at last admitted to the family partnership as a contributing member and able to help them. I think this makes a man out of a boy sooner than almost anything else, and a real man, too, if there be any germ of true manhood in him. It is everything to feel that you are useful."

Soon a change came and Andrew was offered a job in another mill by a kind-hearted friend of the family, at the magnificent salary of one dollar and a half per week or an advancement of thirty cents. His duties were much harder accordingly, however as poor, Andrew felt that he was earning his pay. Later, he was made assistant clerk as he devoted part of his time in the office. But he still had to work hard upstairs in the factory, for the clerking occupied but little of his time.

Let us quote again:

"You know how people moan about poverty as being a great evil, and it seems to be accepted that if people had only plenty of money and were rich, they would be happy and more useful, and get more out of life.

"As a rule, there is more genuine satisfaction, a truer life, and more obtained from life in the humble cottages of the poor than in the palaces of the rich. I always have pity for the sons and daughters of the rich men, who are attended by servants, and have governesses at a later age, but I am glad to remember that they do not know what they are missing."

Then came the next step in the apprenticeship. The first had been the "cotton factory" and then the "bobbin factory" and now he became a messenger boy in a telegraph office at Pittsburgh. Here he had entered a new world. He had attained another rung on the ladder.

Amid books, newspapers, pencils, pen and ink and writing pads he soon delved into them and was happy. It was necessary that he know the streets and the principle business houses in the city in order to successfully qualify as a telegraph messenger so he immediately began the task by slowly walking through the business section of the city and repeating the name of each firm on either side of the street over and over to himself until finally he could shut his eyes and name nearly every one in the entire city. Then he learned the names of the business streets so his mind was at rest on that point. He was now ready to qualify as a messenger boy and he took up his duties.

He soon became an operator, having studied and practiced at the instruments DURING SPARE MOMENTS and later

Fig. 26

32. Details Should Be O. K.'d.—If any detailed or technical descriptions are published, they should be O. K.'d by an expert; otherwise, the publication may be made a laughing stock by the reader.

MECHANICAL DETAILS ATTENDING PUBLICATION

33. Typography.—The subject of typography has been treated in other Sections but a few references are made here to the typography of house publications.

As a rule, nothing less than 8-point type should be used for the 6 inch by 9 inch publications; 10-point or 11-point is frequently better, especially where the page is set in wide measure.

The eye cannot grasp over about 20 picas of type in a column of 8-point or 10-point type, so too wide a column should not be used. *The Burroughs,* published for the Burroughs Adding Machine Company employes, is set in five columns each 9 picas wide. Fig. 26 shows the right and the wrong way of setting a page in a 6 inch by 9 inch house organ. One is a page of solid type set 29 picas wide in the original. It looks hard to read and it is. The other page is set in two columns, and although a smaller size of type is used, the matter is easy to read. The use of a half-tone cut in the center of the page breaks up the mass of type and adds to the attractiveness of the page. If nothing is available as an illustration, a panel rule box of special matter may be used in the center of the page.

34. Illustrations and Ornaments.—Illustrations for a page should not overbalance the page arrangement. Figs. 27 and 28 show excellent sizes and arrangement of illustrations in an issue of *The Edison Monthly.* In each figure the two pages face each other. The illustrations are well handled. On the right-hand page of Fig. 27 a poem was used to fill out at the end of the article. These illustrations show one way of using color in a publication, as the rules or borders around the illustrations are the only color spots on the inside of the two-color house organ.

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Central Station Service Endorsed by Former Plant Operators

THERE are a number of ways of getting at facts concerning a commodity. One may read the advertisements with greater or less reserve; he may listen to arguments by convincing solicitors; he may even go to the length of trying the thing In certain cases and without resorting to actual trial, he may learn of the experience of others now using the goods One indeed can hardly do better than "read the testimonials," especially when the testifiers are fellow-townsmen and easily reached

While Edison Service has always regarded itself in the self-evident class that most human demand "to be shown" has called for proof of its superiority by various means The following "vouchers" by former private plant users should prove of exceptional interest to building managements still contriving to get along with their own generating equipments.

If long and tried experience counts for anything, that of P F Collier and Son, Inc, should impress any big building interest skeptical regarding Central Station claims. It was fifteen years ago that this great Thirteenth Street publishing establishment became dissatisfied with its self-supply of electricity It appeared to be costing too much and its capacity in the event of any unusual demand was necessarily limited After looking into possible solutions of the difficulty, the management arranged with the Central Station for a year's trial During this period, which represented a complete round of printing-house events, the new supply was thoroughly tested and it in

"The New York World" finds Edison Supply of "the Greatest Economy"

poses. Red silk flames, agitated by a concealed electric fan, will lick the logs most realistically, and a very accurate effect is also secured from the illumination of gold foil cut in flame pattern. The semblance of smoke is obtained from an air tank and a chemical box containing ammonia, muriatic acid and a cleansing solution. Air from the tank is pumped through this chemical box, and fumes resembling smoke are conducted up between the logs by a rubber tube.

Electric Fire-logs are Adapted to the Most Luxurious Surroundings This is a Large Fireplace Installation in the Marshall Residence at Riverdale, N Y

Away with Brooms and Brushes

You who've borne the tribulation and the dusty inundation
Of the Spring house-cleaning days of long ago
Know that now that dread mundation has been doomed to dissipation,
We have trapped the oft elusive "Witch of Woe."

So away with brooms and brushes and away with mops and slushes,
And away with beating carpets, pulling tacks;
Just a vacuum installation plus electric generation
Chases dirt from all the corners, nooks and cracks.

Hale McBride

FIG. 27

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light and motor power, and had provided itself with such by means of a private generating plant. However, the subsequent discovery of tungsten and its application to the incandescent lamp soon made it possible to purchase current for a building of this size for about one-half of what it was then costing. The plant was forthwith closed down and Edison Service introduced. This was in February, 1911. During an interview a few weeks since, the manager, Mr N J Mitchell, asserted that central station supply had proved from the beginning as satisfactory as anticipated and invariably reliable. Its usefulness of late has been found in the overtime service required by numbers of the tenants. Under the old supply, the cost of meeting this demand would have been quite out of proportion.

One of the earlier examples of a change to street supply on the part of an uptown hotel was a contract with Stratford House in 1913. A year before this the management had decided to adopt Edison Service temporarily. But when at the expiration of the interval agreed upon everything was in readiness to go back to the former supply, there was distinct objection The saving effected during the trial period, the doing away with the annoying vibration of an engine, and the distinctly superior light supplied, were points which finally resulted in a decision in favor of permanent street service. The present management of the hotel has inherited its Edison Service from the old management that contracted for it, and on leaving, recommended its continuance as in every way dependable and justifiable.

The Eastbo Building which Economy led to Adopt Edison Supply

Churches as a usual thing have responsibilities enough without incurring that of a private plant However, St. Paul's at Eighty-sixth Street and West End Avenue did make the attempt. Both the big church and the rectory adjoining were to be supplied from a plant in the church basement. The supply was actually forthcoming and was said to be satisfactory in quality and quantity, when dissatisfaction set in. The plant was costing a fortune to operate, and the sexton, an engineer of no mean ability, was amply convinced of the waste of the arrangement. With the introduction of Central

A Hotel Induced to use Edison Service after a Year's Trial

Station current the old quality and fulness were maintained and the hope of a cheaper supply was fully met The pastor, Dr C L. Goodell, when asked recently regarding the service spoke highly of it in every way, and being of a musical turn, remarked on the superior operation of the organ by Edison current

For twelve years a private electric plant supplied the needs of the Young Building, the well known loft structure at 605 Broadway At the end of this period the concern with characteristic acumen concluded that, however called for the plant might have been when installed, its usefulness had been removed by the existing central station rates. The change to Edison service was made in August, 1911, and the building's elevators, pumps, and hundreds of lamps have since been supplied from this source. Mr Fecheimer, in charge of the property, condemned vigorously the use of a plant in his building, on pure grounds of economy If any doubt remained of his attachment for Edison Service it was removed by the assurance that he was always glad of the chance to say a word in its praise.

The conspicuous instance of the adoption of Edison Service by *The New York World* nine years ago cannot be better commented upon than by quoting from a recent address by that journal's managing editor, Mr Don C Seitz.

"Our shop," said Mr Seitz, "was the first to adopt electricity for motive power in all departments. We had about 1,800 horsepower in a steam plant in one corner of the building, with boilers threatening to blow up at any time and a combination of bad coal and striking firemen. We were induced finally to put in a breakdown service. This was hooked onto the presses, and to the astonishment of everybody, they ran more steadily and broke less paper than when driven by the steam plant. Eight years ago we decided to throw out the boilers and engines. Mr Pulitzer endorsed the movement, but was rather inclined to be skeptical and insisted that I keep the engines in the building This I did, but I took out all boilers and steam connections. I finally paid a man $1,500 to please take the engines away! I had made the discovery, which still prevails.

FIG. 28

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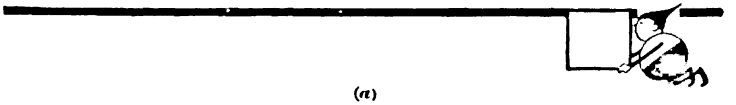
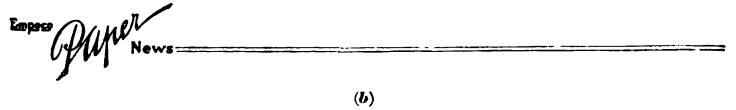
one which has been given an some defect in the apparatus.

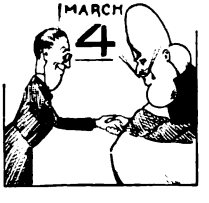


(a)



(b)

The Grand Khan says: Kahn-gratulations, Mr. Wilson—even those who voted against you wish you success when you March 4th into your second term!



(c)

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FIG. 29

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The use of special running heads at the tops, and lines and designs at bottoms, of pages is an excellent way of adding to the attractiveness of a house publication. Fig. 29 shows a number of those now in use. Fig. 29 (*a*) shows head and foot design of *The Kodak Salesman*. Fig. 29 (*b*) gives the running-head designs of four other publications, and Fig. 29 (*c*) illustrates a style of running type arrangement and illustration idea to be used at the bottom of a page. In this case it is merely the style of footing the page that is uniform. The material for each page bottom is different. The running heads in some publications are merely set up (from type), but those shown in Fig. 29 (*a*), (*b*), and (*c*) are hand-lettered, some in one and some in two colors. The typography of the page should not be overburdened with ornamentations.

35. Special Pages.—The house publication will likely have at least two special pages, the editorial and the title page, though sometimes these are combined in one page. Figs. 30, 31, and 32 show several different editorial and title pages now in use. *Statler Salesmanship,* Fig. 32, published by a hotel, combines the editorial and title page in one.

36. Art Work and Color.—The matter of art work is so subject to personal opinion that no set rules can be laid down. Too much art work, as a rule, kills a house organ. Art work is very expensive, too, and fine set-ups can be secured with type, so a great deal of art work on the inside pages is not necessary. *No-Vary Vim,* Fig. 30, uses a specially designed zinc etching for the running head. Fig. 33 illustrates a half-tone heading used for a special article with the title engraved on the half-tone. Art work is used, and in color, in the *Edison Monthly,* Figs. 27 and 28, as borders for the illustrations. As a rule, one color is sufficient for the inside pages of a house publication, and if two colors are used, the second should be used sparingly.

37. Making the Dummy.—A dummy is necessary in making up a house publication to insure that the articles and illustrations shall appear in their proper positions. Some

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No-Vary Vim

Published Monthly by the No-Vary Products Co.
MINNEAPOLIS TORONTO
E. B. DUNSWORTH, Editor
Subscription Rates
Single Issue ... Thirty Pages of No-Vary Vim
Six Months ... High Pressure on the 5th through
One Week ... Keeping the Pipe Line Hot.

EDITORIAL

REQUESTS for price lists of No-Vary Quality Products are received by us regularly from consumers. Especially is this true of the farmer trade.

Every such inquiry is turned over to our Service Department. There the name of the nearest No-Vary Grocer is looked up and a letter sent the party referring him to that store. A No-Vary Catalog showing the array of beautiful premiums to be secured for the home by using No-Vary Pure Foods is mailed as well.

The inquirer is advised to submit his case-lot mail order to the Grocer mentioned before sending it away to enrich strangers in distant cities. Particular stress is laid on comparison of prices, grade for grade, and adding in of freight or express charges. In such a comparison the local grocer can make a good showing every time.

It is pointed out also that *guaranteed quality* can be delivered by the No-Vary Grocer and the goods are there *the day* they are wanted—no long waiting. With the mail order shipment, the question of quality is more or less of a puzzle until the goods arrive. If found to be inferior few people will go through the trouble and red tape to send them back. The home town merchant, though, is right on the ground ready and willing to set aright any and all complaints.

These are strong points in the home merchant's favor. Quality for quality competition is not to the liking of direct-selling concerns.

• • • • •

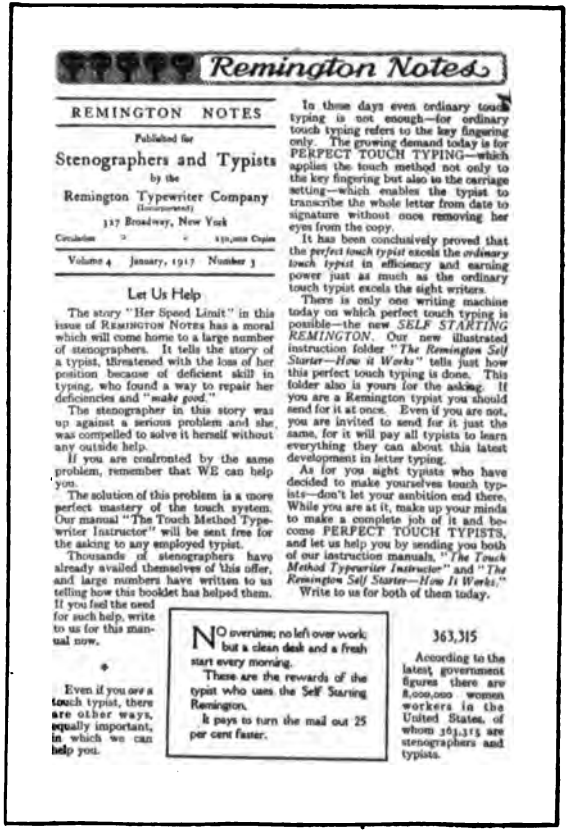
Foodstuffs are the first commodities to reflect a nation-wide car shortage. Never in our history has there been such a costly congestion of loaded freight cars at the great distributing centers of the country. Reliable authorities estimate that this record tie-up of railroad shipping is costing the people $20,000,000 a day in the higher prices they are forced to pay for foods as a result of it.

During January the country's car shortage virtually doubled. Official figures for February, just given out, place the shortage at 109,770 cars. In February, 1914—the first year of the war—the railroads reported a surplus of 209,678 cars. It is significant to note that never before have the railroads of the United States reported a shortage in freight cars at the opening of February.

The moral to be drawn from this costly lesson is closer cooperation between the railroads and the public.

Efficiency in transportation is one of the gravest problems confronting the nation. Wasteful handling of empty cars, their diversion to wrongful uses, has got to be kept at a minimum rather than the maximum as now seems the rule.

—12—



Remington Notes

REMINGTON NOTES
Published for
Stenographers and Typists
by the
Remington Typewriter Company
(Incorporated)
327 Broadway, New York
Circulation " " 250,000 Copies
Volume 4 January, 1917 Number 3

Let Us Help

The story "Her Speed Limit" in this issue of REMINGTON NOTES has a moral which will come home to a large number of stenographers. It tells the story of a typist, threatened with the loss of her position because of deficient skill in typing, who found a way to repair her deficiencies and "*make good.*"

The stenographer in this story was up against a serious problem and she was compelled to solve it herself without any outside help.

If you are confronted by the same problem, remember that WE can help you.

The solution of this problem is a more perfect mastery of the touch system. Our manual "The Touch Method Typewriter Instructor" will be sent free for the asking to any employed typist.

Thousands of stenographers have already availed themselves of this offer, and large numbers have written to us telling how this booklet has helped them. If you feel the need for such help, write to us for this manual now.

•

Even if you *are* a touch typist, there are other ways, equally important, in which we can help you.

In these days even ordinary touch typing is not enough—for ordinary touch typing refers to the key fingering only. The growing demand today is for PERFECT TOUCH TYPING—which applies the touch method not only to the key fingering but also to the carriage setting—which enables the typist to transcribe the whole letter from date to signature without once removing her eyes from the copy.

It has been conclusively proved that the *perfect touch typist* excels the *ordinary touch typist* in efficiency and earning power just as much as the ordinary touch typist excels the sight writers.

There is only one writing machine today on which perfect touch typing is possible—the new *SELF STARTING REMINGTON*. Our new illustrated instruction folder "*The Remington Self Starter—How it Works*" tells just how this perfect touch typing is done. This folder also is yours for the asking. If you are a Remington typist you should send for it at once. Even if you are not, you are invited to send for it just the same, for it will pay all typists to learn everything they can about this latest development in letter typing.

As for you sight typists who have decided to make yourselves touch typists—don't let your ambition end there. While you are at it, make up your minds to make a complete job of it and become PERFECT TOUCH TYPISTS, and let us help you by sending you both of our instruction manuals, "*The Touch Method Typewriter Instructor*" and "*The Remington Self Starter—How It Works.*"

Write to us for both of them today.

NO overtime; no left over work; but a clean desk and a fresh start every morning.

These are the rewards of the typist who uses the Self Starting Remington.

It pays to turn the mail out 25 per cent faster.

363,315

According to the latest government figures there are 8,000,000 women workers in the United States, of whom 363,315 are stenographers and typists.

FIG. 30

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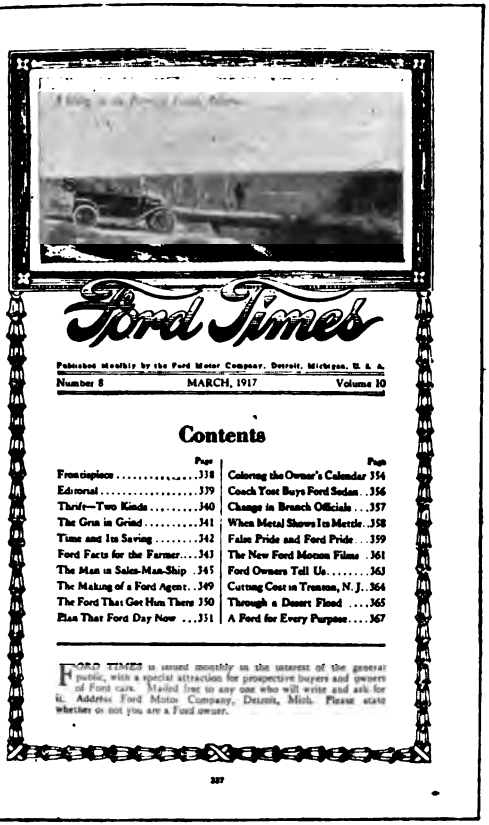

Ford Times

Published Monthly by the Ford Motor Company, Detroit, Michigan, U. S. A.

Number 8 MARCH, 1917 Volume 10

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FORD TIMES is issued monthly in the interest of the general public, with a special attraction for prospective buyers and owners of Ford cars. Mailed free to any one who will write and ask for it. Address Ford Motor Company, Detroit, Mich. Please state whether or not you are a Ford owner.

The Edison Monthly

The Edison Monthly
Published by
The New York Edison Company
General Offices
Irving Place and Fifteenth Street
New York City

H F Dalby, President
Joseph Williams, Treasurer
Louis B Gaffney, Secretary

It sometimes becomes rather irritating to us Americans so constantly to be assured that "they do that much better on the other side." Yet truth compels us to admit that the stricture is frequently just, especially in certain domains of the arts and crafts. One of these is stage-lighting—fascinating, perplexing study that it is, neither wholly art, nor science, nor trade, but a mixture of all three. But backward as this country has been, unmistakable indications are at hand that America in the future will have some interesting contributions to make on this subject, and of a sort characteristically American.

"Curious," one exclaims almost involuntarily, "that Yankees, a race of most ingenious mechanics, should be found lacking in a craft apparently so dependent on ingenuity of mechanism, especially since electricity has become the accepted illuminating medium of the theatre." To which the European will rejoin that the fault has lain, not with our apparatus, but with our theories of stage-lighting.

The answer to the riddle is that until very recently, Europe has taken its serious drama more seriously. The art of stage-illumination abroad has been developed for the most part in connection with the endowed theatre, subsidized either by the state or under royal or quasi-royal patronage. Productions in these theatres took on more the shape of an artistic than a financial venture and consequently the lighting methods formulated were subjected to much closer scrutiny as to their esthetic value. Thus one can explain the backwardness of America in this form of stage-craft.

Within the past few years, however, various influences have been working toward betterment. The aims and accomplishments of this movement are briefly sketched in this issue of The Edison Monthly.

The trend toward modern methods in household management, leading as it naturally does to the general use of electrical devices of all kinds, has brought about a new requirement in home design and one which is now beginning to receive the serious attention of architects and builders. Reference is made to the requirement for additional electrical outlets in the various rooms.

A few years ago when an iron was perhaps the only piece of electrical apparatus in the home, the kitchen lamp socket was usually sufficient. Today when every well ordered household numbers in its equipment a vacuum cleaner and an iron, appliances for cooking at the table and medical apparatus, while the more pretentious households include laundry equipment, kitchen power sets

Fig. 31

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Material Facts

For Builders of Success—Everywhere

Copyrighted 1917, The Cleveland Builders Supply Company

Volume 3 FEBRUARY, 1917 Number 11

"Breaks" That Don't Happen

OF late, we have all had the opportunity to become uncommonly well acquainted with the fellow whose guiding star in life is indicated by the phrase, "I guess we'll stand pat a while—something is bound to break." Usually the expected break is to be a break in prices or conditions, that happen to be not to the liking of the speaker.

Unfortunately, however, the great big universal change that is hoped for never comes. There is proof of this in all history and literature, which overflows with instances of protest against the prices and conditions of the times, whatever and whenever they may be. Any reversal of the general trend is only slight and momentary. Usually these instances bring such extremely unsettled conditions that no one is able or willing to seize whatever advantage may occur. Revolutions and panics are examples of this. Afterwards the world soon makes up for lost time and again wags on in its heedless way.

Wake Up To The Facts Of The Case

All this is apropos of the present, when there is a tendency to wait for a "break," especially on the part of those who contemplate building.

As regards a "break" in that market, it must appear only logical that the longer the war lasts, the greater the demand will be when reconstruction commences—as it inevitably must. The

You may skirt around Success but she can best be wooed and won by the pants of effort

STATLER SALESMANSHIP

PUBLISHED MONTHLY, FOR CIRCULATION AMONG EMPLOYEES *of the* HOTELS STATLER BUFFALO, CLEVELAND, DETROIT

Editor-in-Chief: E. M. Statler
Associate Editors:
David Laubem, *Buffalo* Jas. P. A. O'Connor, *Cleveland*
Harry L. Zemm, *Detroit*
Copyright, 1917, by E. M. Statler

Vol. VII MARCH, 1917 No. 6

THIS is a time for much clear thinking. It's a time to think about things beyond our daily tasks.

It's a time to think deeply about the life we lead, the liberty we enjoy, and our love of home.

More than half the world is in the throes of a terrible war.

The circle of its death and disaster seems to be ever widening.

Our own country stands on the brink of its dark dangers and we cannot see what the future holds for us.

So we should, every one of us, feel that pride of country, that personal interest and intense loyalty which make the true American citizen.

Every Statler employee should take a deep interest in this country's affairs.

Every Statler employee should be a naturalized citizen.

Every Statler employee should exercise all the rights of citizenship.

Only as we know and use our citizenship will it continue to exist for us.

AMERICA COMES FIRST — let us be worthy of its best privileges.

FIG. 32

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THE month of November just passed was the biggest in the history of the Delco During those thirty days our Manufacturing Division succeeded in breaking all former daily, weekly and monthly shipping records.

Our daily shipments averaged 1200 systems of starting, lighting and ignition, during the week ending November 11th, we shipped a total of 8,139; and the grand total for the month was 31,229

Yes, the requirements of our customers are heavy, and they are increasing Would you believe that some of them have trucks waiting at the depot to rush our apparatus from the cars as soon as it arrives, hurry with it to the factory and install it immediately on the waiting cars, which cars are in turn rushed to waiting customers and some of them put in service the next day? It's a fact

But perhaps you are thinking all of this time that it is easy to break production records by simply adding more employes, and possibly starting a night shift Far be it from such Our pay-roll stands today practically the same as it did six months ago—about 2,600 souls are employed at the Delco

How did we do it? And how do we know we are going to continue breaking records in the future? The answer is secured by simple addition. The highest type of skilled workers, plus the highest type of modern machine tools.

The Delco is universally recognized as one of the best equipped manufacturing plants to be found in the world Neither pains nor money have ever been spared to secure the best machinery built, and we would consider none but the best type of intelligent men to man them

Our Toolmaking Department is an institution in itself, where no limits are too small to be ignored. And we are mighty proud of some of the apparatus now in operation throughout our factory—from the jigs and fixtures up to the big grinding machines—all of which were first worked out and put on paper by our own army of tool designers.

Yet, as the old order changes and we progress, one by one the machines which a year ago we considered far ahead of anything in their line, become obsolete and must be replaced by others which produce the parts in greater quantities and at a higher rate of speed.

So, with the holiday season at hand, it seems

FIG. 33

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articles are of more importance than others, and a carefully prepared dummy enables the printer to put each in the position intended by the editor; also, if some article has to be left out for lack of space, the editor and not the printer will decide which it shall be. A dummy should always be sent to the printer with the copy, and in it the illustrations should be pasted in the places where they are to appear and also the headings, layout of the pages, etc., should be indicated. The manner of making a dummy for a printed booklet has been explained in the Sections on *Catalogs, Booklets, and Folders.*

If the printer submits actual proofs of the matter, they can be used to paste up the dummy completely. In this event allowance should be made for the display heads and running heads at the tops of the pages and the pages should not be made too full. This method will enable the printer to submit revised proofs in page form.

38. Setting Up Surplus Matter.—It is hard to estimate just how much matter will be required to fill the pages of a large house publication, and it is advisable to have a little more matter set than is likely to be used. Extra short items are especially useful because they can be used to fill small spaces at the ends of larger articles and thus prevent holding up the job for new matter or resetting a portion of it. The extra matter set can be carried over to another number and be used eventually. When one number of the publication is ready for the press, the printer should be instructed to put all the surplus matter on one galley and then take a proof of it on a paper of a different color. In this way it will be easy to keep the surplus matter separate from newly set matter.

39. Copyrighting.—The subject of copyrighting has been treated in another Section, but a point to be remembered is to print a copyright line if the publication is to be copyrighted. An instance of the copyright line will be found in *Aladdin's Magazine,* shown in Fig. 25. Notice of copyright must be placed on the title page or next following page.

40. Addressing.—When a house publication is to be sent by mail to a large list of people, it is advisable to use an

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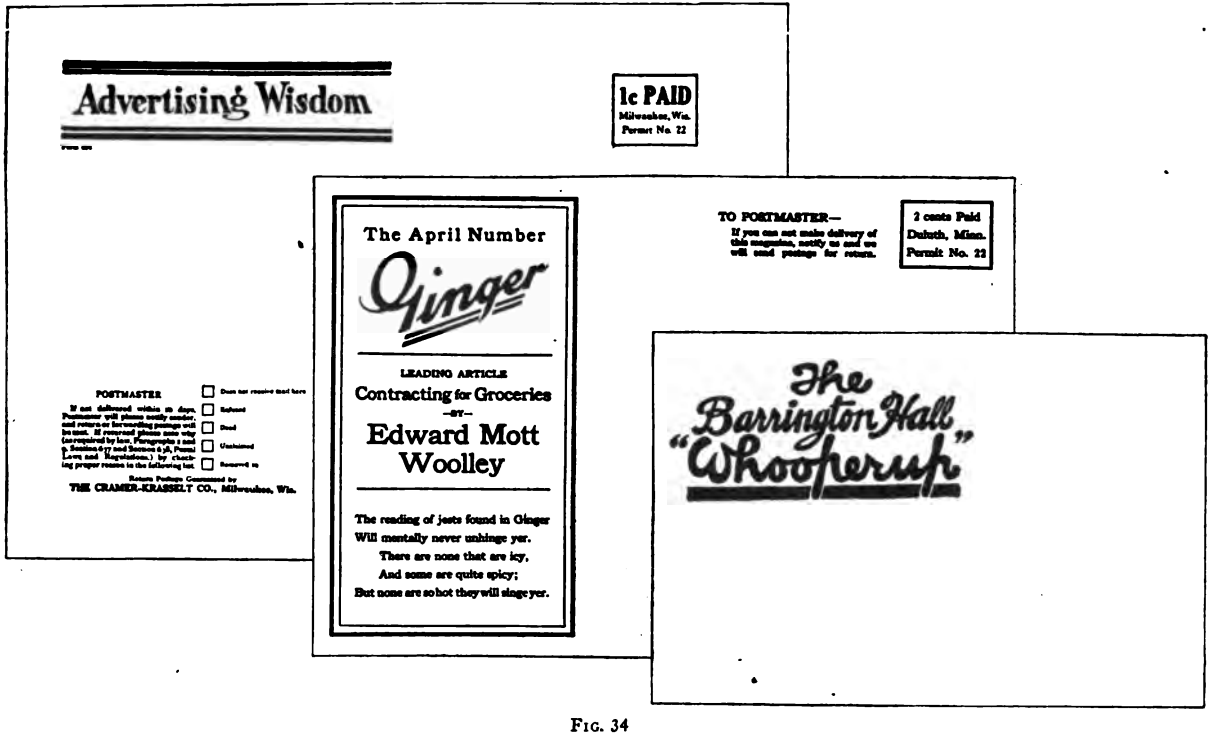

FIG. 34

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addressing machine for addressing the envelopes or mailing wrappers; where the list is small, pen-written or typewritten addresses are more economical. By using carbon sheets of different color, several wrappers may be addressed on the typewriter at one time and several months' supply of wrappers thus addressed at once. For instance, if a black record ribbon and a red and blue carbon sheet are used, the black-ribbon copy may be used for the first month, the red carbon copy for the second month, and the blue carbon copy for the third. The usual objection to making several carbon copies is that the wrappers may become mixed, and a reader may thus receive several copies of one number of the house magazine. However, the use of colored carbon sheets makes it easy for the typist to keep the wrappers for 1 month separate from those of another.

41. Keeping Up the Mailing List.—The publication may be 100-per-cent. perfect but it is only as efficient as the mailing list. In publishing a house magazine, it is necessary to keep a well-arranged subscription file in order that names and addresses may be added to it when necessary. The various manufacturers of loose-leaf books, cards, and filing units can supply first-class ready-made subscription files.

The making up of a mailing list of purchasers or probable purchasers and having the addresses kept up to date is a most important work. If the house publication is mentioned in all the advertisements used, and is offered free for a specified time, a great many good names will be secured.

42. Mailing Envelopes.—Fig. 34 shows three different types of mailing envelopes in use. The one for *Advertising Wisdom* is used to keep the list accurate by the simple and easy corner notation to the postmaster. *Ginger* is mailed each month in a special envelope that calls attention to some particular article included. *The Whooperup* is mailed in the same kind of envelope each month.

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POSTAL MATTERS

43. Rate of Postage.—In the United States, house publications are classified as third-class matter. The postage rate for this class of mail is 1 cent for each 2 ounces or fraction thereof, the minimum rate for one copy being 1 cent. It is impossible to obtain the second-class rate of 1 cent a pound for a house publication. In order to obtain the second-class rate, a publication must be independent of the other business interests of those issuing it, and must have a reasonable list of subscribers that pay a fair subscription price. If a publication is given away as a premium, or if it is sent for such a low subscription price as would make it obvious that the publisher was giving it away, the post-office department will refuse to allow second-class rates. To secure second-class rates, the house publication must change its character altogether.

Third-class mail matter will not be returned by postmasters unless return postage is paid. If a return card is printed in the corner of the wrapper, as shown in Fig. 34, it is the postmaster's duty to notify the sender when third-class mail cannot be delivered.

Before printing a house magazine, it is important to make up a dummy of the exact inside stock, the cover, etc., that are to be used, so that the weight and mailing expense may be determined. It is well, if possible, to weigh six or eight dummies and then find the average weight, for a little overweight may necessitate extra postage on each copy, which, for an edition of ten thousand, would amount to a large sum.

44. Mailing Under a Permit.—By making application to the postmaster of the town or city in which the house publication is published, a permit can be obtained, allowing the publisher of third-class matter to print a special wrapper with a label on it similar to that shown on the wrappers of *Advertising Wisdom* and *Ginger* in Fig. 34. When such wrappers are used, publications may be mailed without stamps being affixed, the amount of postage being paid to the postmaster in cash. The regulations regarding the size of such labels as that shown in

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Fig. 34 are strict. Specimens that will serve as a guide may be secured from the local postmaster.

45. Use of Precanceled Stamps.—Another time-saving method of mailing, and preferred by many to the permit plan because it makes the mailing seem a little more personal and not prepared so far in advance, is the use of precanceled stamps. These can be secured from the local postmaster by signing certain requisitions. By the use of precanceled stamps, it is unnecessary to cancel stamps either by machine or by hand, thus saving time in the post office and also insuring mail leaving the local post office in good condition.

SECURING ADVERTISING PATRONAGE

46. When a house publication is sent to a large mailing list, the expense of printing and mailing may be reduced by publishing the advertisements of other manufacturers. Often the mailing list is of such character as to make the house magazine a profitable medium for other advertisers without impairing its usefulness to the publisher to any great extent. Publishing the advertisements of others divides the interest and more nearly brings the publication into competition with the regular magazines. Those who have had experience frown upon the securing of advertising patronage for house publications. There are exceptions to this rule, of course. *The Stewart Lever,* Fig. 10, carries advertisements of other firms and adds to the attractiveness of the publication by doing so. *Ginger,* Fig. 11, also carries advertisements of other firms whose products are distributed by the publishers of *Ginger.*

It is not advisable, of course, to accept the advertising of direct competitors, nor should any advertising be inserted that would be likely to lessen the faith of readers in the magazine.

The reason that the securing of advertising patronage is looked upon with disfavor is that, unfortunately, some firms maintain house organs principally for the purpose of getting advertising, which they solicit from firms from whom they buy goods, who give it for fear of losing the business.

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TECHNICAL AND TRADE-PAPER ADVERTISING

USE OF CLASS PAPERS IN ADVERTISING

INTRODUCTION

1. The field of trade and technical advertising, by means of journals reaching selected groups or classes of readers, is one of the most interesting and at the same time one of the least understood branches of advertising. These mediums furnish especially valuable means for promotion work because of the opportunities they offer to the small advertiser, and because of the great number of manufacturing concerns that can successfully advertise through them, as compared with the few that are in position to undertake general advertising.

The excuse for the existence of a business or vocational paper is that it shall serve its readers by presenting a kind of information to be had nowhere else; and by devoting themselves assiduously to this task and by improving the character and quality of the editorial matter presented, the technical or trade papers have won many readers, and hence have been able to furnish the medium for especially effective advertising.

Because each paper in the trade and technical field has a circulation that, when compared with the hundreds of thousands of readers of the general magazines, seems small, and because the rate for advertising in papers of this class is relatively low, the advertiser and the advertising agent at first did not realize the importance of these mediums, and gave too little attention to the preparation of the copy used in them.

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The mistake was occasionally made of publishing in trade papers the same kind of advertisement as that which was intended for the general public, thus missing entirely the special opportunity offered in these mediums to talk directly to the merchants handling the goods, and to talk to them about the trade aspects of their distribution. But a better appreciation of the definite part that the trade paper plays in the entire advertising scheme is resulting in a more intelligent and a more profitable use of trade-paper space.

The general appearance of the advertising sections of trade and technical papers has been greatly improved by the increased attention paid to copy and to copy changes. Formerly the predominating type of advertising in such papers was the card that simply gave the name and address and business of the advertiser. Now the typical advertisement in the trade or technical paper is a vigorous and well-designed presentation of special claims and advantages for the goods or product, with the result that the advertising is more interesting to the reader and more productive to the manufacturer. Changes of copy are made regularly, and the publisher, who formerly discouraged this because of the extra expense for additional composition, now urges his advertisers to change their advertisements frequently in order to increase the volume of their returns.

2. Service Departments.—An important means of improving the appearance and effectiveness of the advertising in the trade and technical papers is the service departments that have been created by the leading publications of this class. These departments are charged with the duty of investigating the products to be advertised and of writing the copy for the manufacturer. One large publishing house adopted the significant title of "The-Make-It-Pay Department" for its service section, indicating that the object of the work is to make the advertising more productive. Obviously this is a good investment for the publisher as well as for the advertiser.

The establishment of service departments by publishers, the more general use of trade and technical papers by advertisers,

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and the demand on the part of agencies for men capable of handling trade and technical accounts mean that the advertising man who has mastered the fundamentals pertaining to this field, and who is familiar with mediums, will have little difficulty in finding a market for his services.

3. Definition of Technical-Paper Advertising. Technical papers are those appealing to readers in technical, industrial, or professional fields, and technical advertising is the advertising of products used by these readers. The distinction usually made between technical- and trade-journal advertising is that technical-journal advertising pertains to goods used by the reader, while trade-journal advertising promotes products which the reader buys as a merchant, to sell again. This distinction is not absolute, for many papers partake of both characteristics. For instance, a lumber journal may be devoted to the cutting and manufacturing of lumber and also to its sale. It might, therefore, carry technical advertising of logging and saw-mill machinery addressed to lumbermen who use such, and also it might carry lumber advertisements aimed at dealers who would buy the lumber for resale. However, the definition as given is close enough for most practical purposes and for an understanding of the special field of the technical papers. Good examples of technical publications are the *Engineering News-Record,* devoted to civil engineering in all its phases; the *National Builder,* a journal for carpenters and builders; *Hospital Management,* which is published for hospital superintendents and others engaged in executive work in hospitals. It is worth noting, in this connection, that most of the professions, such as medicine, law, architecture, dentistry, etc., have their own vocational publications, these being generally classified as technical papers, and the advertising they carry as technical accounts.

4. Definition of Trade-Paper Advertising.—A trade journal, as the term is ordinarily used, is one that covers the commercial or distributing factors of a given trade or industry. It is distinguished from the technical paper in that its readers are chiefly interested in buying goods for resale,

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as merchants; hence, trade-paper advertising is composed principally of announcements regarding products that are handled or dealt in by the readers of the publication. As suggested regarding technical papers, this definition is not exact and the term is rather loosely used, but it is well to make this distinction.

Examples of trade papers are *Men's Wear,* which is read by merchants selling men's clothing, furnishings, etc.; the *Dry Goods Economist,* which is devoted to dry goods and department stores; the *Grand Rapids Furniture Record,* a journal for furniture merchants; the *Jewelers' Circular Weekly,* a trade paper for retail jewelers; the *Boot and Shoe Recorder,* the shoe dealer's trade journal; and the *Pharmaceutical Era,* which is read by retail druggists.

5. Publications That Combine Technical and Trade Features.—A large number of publications that are referred to occasionally both as trade and technical papers combine the functions of both classes, their readers being consumers or users of certain products or appliances that they advertise, and sellers or merchants of other products advertised. Every merchants' publication is a trade journal in its advertising of merchandise that dealers handle, and a technical journal in its advertising of store equipment, window-display apparatus, and other devices that are used in the operation of a store. Likewise such publications as the *Electrical Review* reach contractors and central stations, which are technical consumers, and also dealers who purchase electrical appliances for sales purposes. The number of these papers is so large that it is well to consider both aspects in deciding what kind of copy should be used and what the nature of the appeal must be.

ADVERTISING IN TECHNICAL PAPERS

6. Finding the Market.—While a great many technical products are made for sale in but a single field, the technical press has been used to advantage in exploiting industrial products that are used in many fields. Therefore, the advertising man specializing in technical work should familiarize himself

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with the various classes of technical publications and the classes of readers which they reach, so that he can advise a manufacturer regarding the possibilities for advertising his product in various directions. This involves also careful study of the product itself, and investigation of its possibilities for application to many lines of industry. This may seem somewhat outside of the field of the advertising man, but it is coming more and more to be understood that since advertising is intended to sell goods, the advertising man must be more than a writer of copy; he must understand the merchandising requirements of the product whose merits he is exploiting and build his sales arguments in conformity with all the conditions. Such copy is more convincing than any other kind

Finding a market for a technical product and making up a list of publications in which it may be profitably advertised constitute one of the most interesting and profitable kinds of work for the technical advertising man.

7. Selection of Mediums.—After a decision has been made regarding the sales possibilities of a technical product in several fields, the question of the selection of mediums comes up. This is one of the most important features of technical advertising, because of the fact that the editorial appeal and hence the character of circulation of papers in the same general field varies, and the necessity imposed upon the technical advertiser is that he shall reach exactly the persons who are likely to buy his product.

In determining the class of readers of a publication, the easiest and most effective test is an analysis of the editorial or reading pages of the paper. Circulation results from editorial appeal; that is, people who read golfing publications are practically sure to be golfers; those who take a medical journal specializing in surgical work are certain to be surgeons, and so on. The appeal of the paper editorially having been determined, the class of readers and hence the style of the copy required to interest them will have been indicated.

Many almost absurd mistakes are made in advertising technical products because the advertiser is not familiar with the

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FIG. 1

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scope of the publications he is using, and addresses the readers of a publication without knowing exactly in what class they belong. This error is often due to use of the same copy in a ready-prepared *list* of papers in advertising a certain product.

8. Copy in Technical Papers.—Because the special advantage of using a technical paper consists in its having an automatically selected audience composed of persons with a common interest in a given industry or vocation, the obvious means of finding what kind of copy to use is to determine what that interest is, and to write the copy in terms of that special interest. In other words, in advertising electric motors to woodworkers, different copy should be used from that employed in advertising the same motors for use in the textile field. This is a primary consideration in building technical copy, but it is one that is often overlooked.

This means, too, that the special vocabulary of the class appealed to should be employed in writing the copy. The problems of woodworking are different from those of textile manufacturing, hence the copy-writer must know something about woodworking and textile manufacturing before he attempts to discuss the application of his product to those industries. A careful reading of the publications that are to be used will be of great service in establishing the "atmosphere" of the industry, and in furnishing the copy-writer with the vocabulary of the special class to which he is planning to appeal.

9. Nothing catches the eye of the reader of a technical paper so well as a picture of an installation of the product advertised showing it in actual use. It shows him exactly how the appliance is employed in his industry. For this reason reproductions of photographs play a large part in the advertisements of technical products. Fig. 1 shows a typical advertisement of the Link-Belt Company, of Chicago, addressed to textile manufacturers. Note that the pictures show the interior of a textile mill, with the Link-Belt silent chain drive prominently displayed, while the headline, "Link-Belt Silent Chain Increases Production in Textile Mills" assures the interest of the reader.

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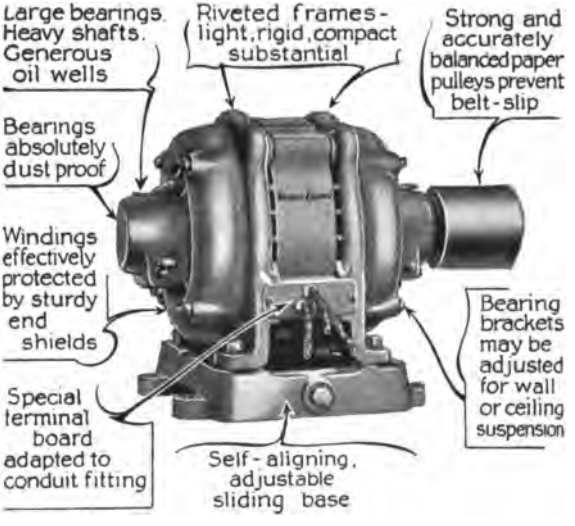
Western Electric

Single Two and Three Phase Induction Motor

One Quarter to Five H. P.



The above is only one of our many types of motors to suit all power conditions.

Let our nearest house send you literature on the power apparatus you are interested in, or take up the agency question with you.

Western Electric Company
INCORPORATED

New York, Buffalo, Newark, Philadelphia, Boston, Pittsburgh, Atlanta, Richmond, Savannah, New Orleans, Birmingham, Cincinnati, Chicago, Milwaukee, Indianapolis, Detroit, Cleveland, Minneapolis, Kansas City, St. Louis, Dallas, Houston, Oklahoma City, Omaha, San Francisco, Oakland, Los Angeles, Seattle, Portland, Salt Lake City, St. Paul, Denver

EQUIPMENT FOR EVERY ELECTRICAL NEED

Fig. 2

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It is not always easy to obtain good photographs of such installations, but they are so immeasurably superior to pictures of the machine or appliance alone, as a general rule, that it is well worth while to make a special effort to obtain them. Salesmen of the manufacturer can be enlisted in this work, while letters written to known users of the product will also result in photographs being submitted in many instances.

10. When it not possible to obtain a picture of an installation, the engraving of the product alone can be made more effective by developing its talking points or special advantages graphically. This can be done by indicating the unusual features by arrows, and connecting these with explanatory notes calling attention to them. Fig. 2 shows how the Western Electric Company, in advertising its motors, illustrates the advantages of its equipment.

11. Many machines are made for use in only one industry, and in this event the task of the advertising man, so far as the selection of mediums is concerned, is easy. He knows, or can readily determine, which are the leading publications in that particular line, and the problem is then confined almost entirely to writing the copy. Here again the question is one of stating the claims of the manufacturer in terms of the user's business. For example, the P. B. Yates Machine Company, of Beloit, Wisconsin, does not talk about the construction features of its belt sanders alone, but gets the attention of prospective buyers by suggesting the disadvantages of hand sanding, as indicated in Fig. 3. After the reader's attention has been secured in this way, the argument proceeds to the special features that are relied on to sell him that particular make of belt sander.

12. Most technical copy is educational; that is, it is expected to create a favorable impression on those who may not be in the market now, but will later on be in a position to buy. For this reason it is important that a constructive argument be developed in every advertisement, and a definite point scored. A mere announcement of the name or purpose of the

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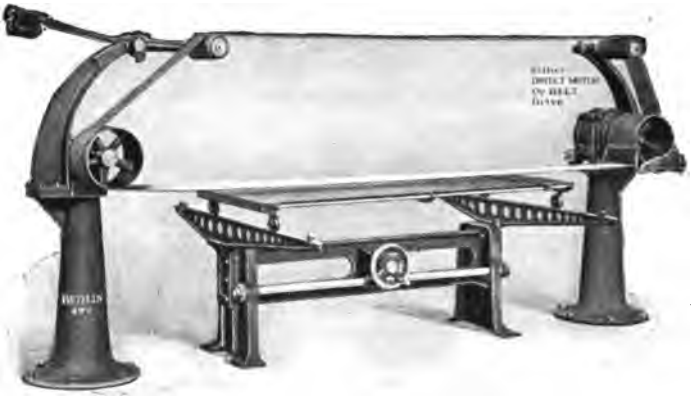

Get Away From Hand Sanding

Shrewd manufacturers everywhere are doing it. They've found the hand too slow and expensive. They use a Yates Flexible Belt Sander instead, because one of them takes the place of six or eight hand sanders. Almost any kind of a surface can be finished with a Yates Belt Sander—convex, concave, round, or combinations of these.

With Yates Flexible Belt Sanders

average operators soon become so skillful that all but small nooks and crannies can be sanded by machine. The adjustable table, the strong end stands, and the long sweep of the sand belt permit these machines to be used instead of hand sanding for any work practicable on any horizontal belt sander. In these days of high-priced labor you can't afford to cling to old methods. It costs too much. Keep in your pocket the dollars that are now slipping away.

Two sizes of Yates Belt Sanders are made, one large for heavy work, the other smaller for lighter work. Both are sold at a price which makes them an attractive investment.

Photographs and printed information will be mailed at your request.
No expense or obligation on your part involved.

P. B. Yates Machine Co.

BELOIT, WISCONSIN, U. S. A.

CANADIAN PLANT WITH OFFICES, HAMILTON, ONTARIO. Successors to THE BERLIN MACHINE WORKS

Yates

Yates

Finishing Ornamental Parts—Shows the Versatility of Yates Belt Sander.

FIG. 3

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machinery or appliance and an illustration of it is weak compared with a clean-cut sales argument based on some feature that is shown to be of advantage to the user.

Simplicity in design is usually an advantage in technical advertising. Features that should be included, as a rule, are an illustration, preferably of an installation in a user's plant, to catch the eye; a striking headline, stating an advantage in terms of the user's business; and the main argument constituting the body of the advertisement set in type that is easily read, but neither large nor bold face, as the caption and the illustration should interest the reader sufficiently to lead him to read the entire advertisement.

13. The Standing Card.—While it is admittedly not the acme of good advertising to use a card that tells but little about the goods or the house making them, these advertisements have a certain value for directory purposes. Practically every technical paper publishes a buyer's guide, or classified index, of its advertisers in which index the products used in its field are listed, and under each are given the names of the advertisers making or selling such products. Many buyers turn to this index when they are in the market, instead of relying entirely on their recollection of display advertisements. Thus it is highly important to the manufacturer to be represented in the publication constantly, in order to be listed in the buyers' guide. Many concerns use small cards continuously for this purpose, and occasionally insert display advertisements that are intended to develop the sales arguments more completely. The advertisements shown in Fig. 4 belong in the class of standing cards, and while they may not appear to be effective, they undoubtedly serve a useful purpose.

14. Amount of Space to Use.—While, as suggested, very small advertisements have a value in keeping the name of the product and the manufacturer before those who are looking for sources of supply, sufficient space should be used to develop a sales argument. One of the best evidences of the value of space in a good technical journal is the general tendency toward larger space. Formerly small advertisements

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Liquid Chlorine

A 100 per cent. Bleach

Each of these cylinders contains 100 lbs. of LIQUID CHLORINE

Our representative will gladly demonstrate its use at your mill

WRITE FOR BOOKLET

Electro Bleaching Gas Co.
15 East 41st St., New York City

Allen Improved
LOGWOOD EXTRACTOR

The circulation system used in the Allen Worcester Kiers when applied to the Extraction of the coloring matter from Logwood is equally efficient. By this process the tar and other ingredients of the wood are not drawn out as in the old style steep process. A boil of about four hours gives an extraction that is always uniform and can be regulated according to amount of chips used in given number of gallons of water.

Write for full information

Wm. Allen Sons Co.
Green, Plymouth and Washington Streets
WORCESTER, MASS.

TOLHURST SELF-BALANCING EXTRACTORS
Belt, Engine and Motor Driven
Sizes from 12" to 72"
Tolhurst Machine Works, Troy, N.Y.
FRED H. WHITE, Southern Agent
Realty Building Charlotte, N. C.
Western Rep.—JOHN S. GAGE, 1201 Rookery Bldg., Chicago

POTASH HEADQUARTERS
TRADE MARK Niagalk CAUSTIC POTASH
Caustic Soda
Bleaching Powder
NIAGARA ALKALI CO., Niagara Falls, N. Y.

SULPHUR BLACK
FOR HOSIERY
DYEING MACHINERY and BLEACHING MACHINES
Circulating Dyeing Machines, Per Hosery (Underwear), Raw Stock and Rags, Stripping Machines for Hosiery, Marvelous Machines.
Smith, Drum & Co.
Philadelphia, Pa.

SOLUBLE PRUSSIAN BLUE
INSOLUBLE PRUSSIAN BLUE
CHINESE BLUE
We are manufacturers of all of the above either in dry or pulp form
H. KOHNSTAMM & CO. (Inc.) 83-91 Park Place, New York

Compartment Dyeing Machine

THIS MACHINE is built for dyeing chain warps, piece goods, bleaching warps in continuous process, for boiling-out, or boiling out and dyeing combined. Our machines are not surpassed in design, workmanship and material. They are used in many of the greatest mills. Our location makes for economy in production and therefore low cost. Bulletin on request.
Salem Iron Works
315 S. Liberty St., Winston-Salem, N. C.

PURE ANILINE OIL
Acetic Acid, Sulphuric Acid, Nitric Acid, Aqua Fortis, Muriatic Acid, Etc., Etc.
MANUFACTURED BY
THE NAUGATUCK CHEMICAL CO.
ESTABLISHED 1904 NAUGATUCK, CONN.

WOOD TANKS For Bleaching, Dyeing and Finishing
Reservoir Tanks of any Capacity or Shape for Sprinkler Systems and all purposes
G. Woolford Wood Tank Manufacturing Company
1420 Chestnut Street
Philadelphia, Pa.

Dobbins Soap Mfg. Co.
PHILADELPHIA
Makers of Soaps Especially Adapted for All Kinds of Textile Mills, Etc. Send for Sample

FIG. 4

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FIG. 5

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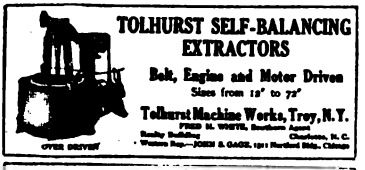
Allen Improved
LOGWOOD EXTRACTOR

The circulation system used in the Allen Worcester Kiers when applied to the Extraction of the coloring matter from Logwood is equally efficient. By this process the tar and other ingredients of the wood are not drawn out as in the old style steep process. A boil of about four hours gives an extraction that is always uniform and can be regulated according to amount of chips used in given number of gallons of water.

Write for full information

Wm. Allen Sons Co.
Green, Plymouth and Washington Streets
WORCESTER, MASS.



POTASH HEADQUARTERS

TRADE MARK
Niagalk
CAUSTIC POTASH

Caustic Soda
Bleaching Powder

NIAGARA ALKALI CO., Niagara Falls, N. Y.

SOLUBLE PRUSSIAN BLUE
INSOLUBLE PRUSSIAN BLUE
CHINESE BLUE

We are manufacturers of all of the above either in dry or pulp form

H. KOHNSTAMM & CO. (Inc.) **83-91 Park Place, New York**

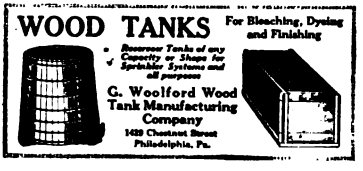
THIS MACHINE is built for dyeing chain warps, piece goods, bleaching warps in continuous process, for boiling-out, or boiling out and dyeing combined. Our machines are not surpassed in design, workmanship and material. They are used in many of the greatest mills. Our location makes for economy in production and therefore low cost. Bulletin on request.

Salem Iron Works
315 S. Liberty St., Winston-Salem, N. C.

PURE ANILINE OIL

Acetic Acid, Sulphuric Acid, Nitric Acid, Aqua Fortis, Muriatic Acid, Etc., Etc.

MANUFACTURED BY
THE NAUGATUCK CHEMICAL CO.
ESTABLISHED 1904 NAUGATUCK, CONN.



Dobbins Soap Mfg. Co.
PHILADELPHIA
Makers of Soaps Especially Adapted for All Kinds of Textile Mills, Etc. Send for Sample

FIG. 4

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FIG. 5

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Oxy-Acetylene Welding and Cutting

Operator is repairing broken loom frame by Prest-O-Lite Oxy-Acetylene welding Process

Urgent Repairs Made Quickly by Welding

This loom frame was badly broken in three places and until a repair or replacement could be made important textile machinery was held idle.

Oxy-acetylene welding saved the day—a portable welding outfit was immediately put to work. The repair was completed in a very short time—total cost was $2.25.

This one saving of time, material and replacement expense practically paid for the welding outfit.

Every textile mill has great opportunities to make substantial savings by using oxy-acetylene welding for repairing broken or worn machinery parts and tools; also for reclaiming valuable metal parts and castings from the junk pile.

Let oxy-acetylene welding help you—investigate the many advantages and economies of the

Prest-O-Lite PROCESS

Employs both gases (acetylene and oxygen) in portable cylinders. Prest-O-Lite Dissolved Acetylene (ready-made carbide gas) is backed by Prest-O-Lite Service, which insures prompt exchange of full cylinders for empty ones. Provides dry, purified gas, insuring better welds, quicker work, and lower cost, and also avoids the large initial outlay and heavy depreciation incurred in making crude acetylene in a carbide generator

Necessary equipment is not expensive. We furnish high-grade welding apparatus for $75 (Canada, $100); acetylene service at additional cost. Adaptable for oxy-acetylene cutting by the addition of special cutting blow pipe. Thorough instructions are furnished free to every user of Prest-O-Lite Dissolved Acetylene—any average workman who understands metals can learn the process quickly and easily.

Write for fully illustrated literature on oxy-acetylene welding. It points out profitable uses for this process in your textile mill.

The Prest-O-Lite Company, Inc.

U. S. Main Office and Factory, 840 Speedway, Indianapolis
Canadian General Office, Dept. A7, Toronto, Ontario, Can.

55 Branches and Charging Plants

World's Largest Makers of Dissolved Acetylene

FIG. 6

predominated, but as improved copy brought better returns, advertisers began to increase their space. Quarter, half, and full pages predominate in most publications, while inserts of two or four pages are frequently seen. Fig. 5 shows the first page of a four-page insert in a technical paper, and the insert is designed to show the advantage of an improved wall paint.

15. Accuracy in Technical Advertising.—Because the readers of technical papers are experts in their lines, errors of omission or commission in advertisements are quickly noted, and lack of familiarity with the industry is soon evident to them. For this reason, while the copywriter should overlook no opportunity to strike hard in his advertisement, the claims he makes should be capable of demonstration, and in fact the demon-

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stration should be made in the advertisement. If there is any doubt regarding the accuracy of a proposed statement, it is well to submit this to some one in the field addressed, or to ask for criticisms and suggestions from the publishers whose mediums are to be used, as they are familiar with special conditions in their lines.

16. Examples of Technical Advertisements. Fig. 6 shows a fine type of technical advertisement, in which the Prest-O-Lite Company explains the use of its oxy-acetylene welding and cutting equipment for repairing machinery in textile plants. The picture shows the equipment in use, while the headline, "Urgent Repairs Made Quickly by Welding," is suggestive enough to warrant reading further. An additional display, "Prest-O-Lite Process," couples the idea of quick repairing with the product of the manufacturer.

Fig. 7 shows a technical advertisement of the old style, with too much display, an illustration that fails to tell the story, since it merely shows a machine, with no special feature brought out, and fails to develop any particular sales argument on which an interested buyer could base an inquiry. One redeeming feature is the use of a list of new buyers, for names of actual users form a testimonial of merit.

Fig. 8 reproduces an advertisement that is quite simple in its design but generally effective. It is an advertisement of an ironing machine that is being offered to laundry owners. The machine itself is pictured; and while a photograph of the equipment in use might have been better, immediate interest is given to the illustration by use of the caption, "Every Inch of Ironing Surface Used." This directs the attention to the machine itself, and the illustration bears out the claim. The advantages of the ironer are then developed in simple but effective style, as every sentence presents a real sales argument, with all generalities eliminated and specific facts substituted.

17. Since advertising claims are often discounted by the reader, it is often an advantage to be able to start an advertisement with a statement that has been made by a third person and which therefore is more likely to be accepted without discount.

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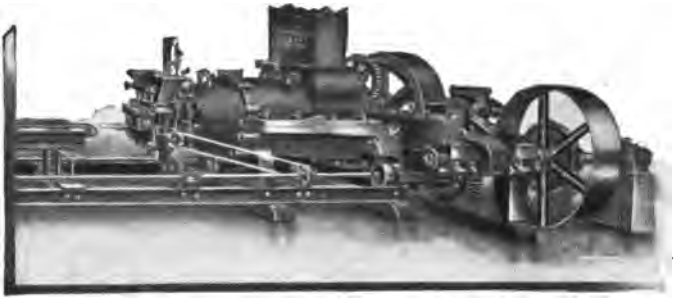
Clay Working Machinery of Good Quality



Auger Machines for Side-Cut and End-Cut Processes

Automatic cutters, both single and double stream. No. 10 multiple cutter for face brick. Rotary cutter No. 5, improved and developed in connection with the requirements for **fire brick** and **furnace block work.**

Reliable Single and Double Shaft Mixing and Pugging Machines

The No. 4 Keystone Repress for 20-Inch Block

is usable for smaller sizes and for shapes

Among the purchasers of "Keystone Represses" are:

General Refractories Co. (four plants); The Kentucky Fire Brick Co.; Ashland Fire Brick Co.; Chas. Taylor Sons Co.; A. P. Green Fire Brick Co.; Winslow & Co.; The Sayre & Fisher Co.; Joseph Oschwald; The Cherokee Brick Co.; Fulton Brick Works; Kier Fire Brick Co.; Carlyle Paving Brick Co.; C. & W. Shiel of New Zealand; Arthur Krug, Brazil.

Chambers Brothers Company

PHILADELPHIA, PA.

North Fifty-Second Street, Corner of Media Street

FIG. 7

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Every Inch of Ironing Surface Used

YOU get more ironing surface for the floor space occupied by the Troy Concave-Convex Ironer than with any other machine built. It affords you five feet two inches of actual contact—every inch of surface it has—as much as you secure in the ordinary five-chest machine.

With only one roll to cover, one apron to furnish, and with all contact with the heated surface removed when the machine is not in use, its maintenance cost is necessarily low.

The Troy Concave-Convex Ironer requires only 65 x 140 inches floor space for its 100-inch wide ironing surface.

"Buy Honest Equipment."

Troy Laundry Machinery Co., Ltd.

CHICAGO TROY NEW YORK CITY SAN FRANCISCO SEATTLE BOSTON
James Armstrong & Co., Ltd. - - - European Managers, Queen Victoria Street, London
Paris Amsterdam Christiania Moscow Petrograd Helsingfors

Fig. 8

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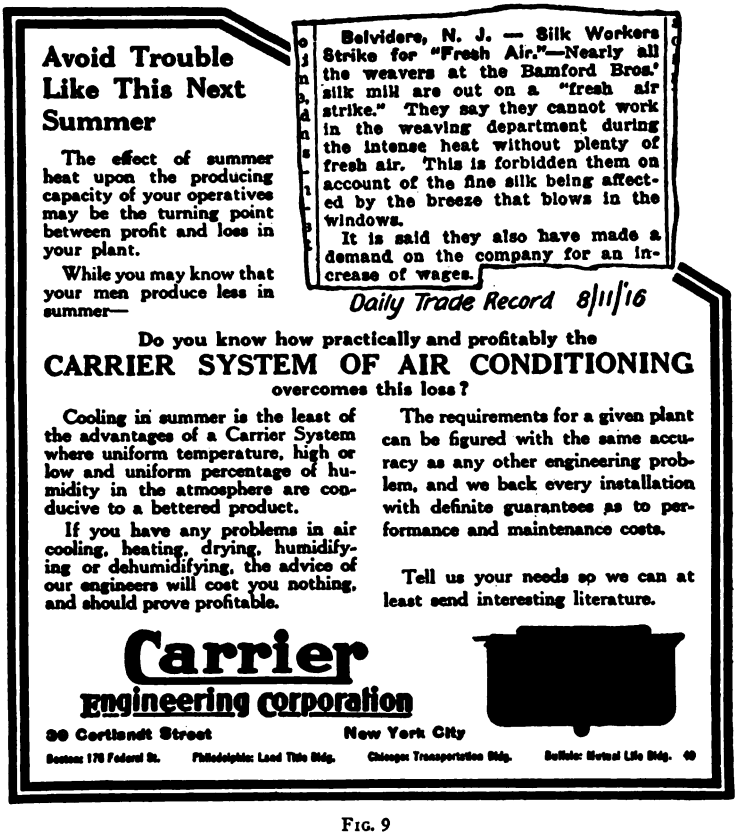
Reproductions of news items and technical articles that contain implied arguments in favor of a product are valuable in this connection. In Fig. 9, for instance, the advertiser has reproduced a clipping from a trade paper, in which a strike of silk workers who wanted better ventilation is reported, and has inti-



Avoid Trouble Like This Next Summer

The effect of summer heat upon the producing capacity of your operatives may be the turning point between profit and loss in your plant.

While you may know that your men produce less in summer—

Belvidere, N. J. — Silk Workers Strike for "Fresh Air."—Nearly all the weavers at the Bamford Bros.' silk mill are out on a "fresh air strike." They say they cannot work in the weaving department during the intense heat without plenty of fresh air. This is forbidden them on account of the fine silk being affected by the breeze that blows in the windows.

It is said they also have made a demand on the company for an increase of wages.

Daily Trade Record 8/11/16

Do you know how practically and profitably the

CARRIER SYSTEM OF AIR CONDITIONING

overcomes this loss?

Cooling in summer is the least of the advantages of a Carrier System where uniform temperature, high or low and uniform percentage of humidity in the atmosphere are conducive to a bettered product.

If you have any problems in air cooling, heating, drying, humidifying or dehumidifying, the advice of our engineers will cost you nothing, and should prove profitable.

The requirements for a given plant can be figured with the same accuracy as any other engineering problem, and we back every installation with definite guarantees as to performance and maintenance costs.

Tell us your needs so we can at least send interesting literature.

Carrier Engineering Corporation

30 Cortlandt Street New York City

Boston: 176 Federal St. Philadelphia: Land Title Bldg. Chicago: Transportation Bldg. Buffalo: Mutual Life Bldg. 49

FIG. 9

mated that the manufacturer should install air-conditioning apparatus in his plant. Because of their disinterested source such reproductions are nearly always effective.

18. As an example of how technical advertising is planned, the work of Jaburg Brothers, of New York, in advertising bread wrapping and sealing machines may be considered.

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The Battle Creek Bread Wrapping and Tying Machine is used in commercial bakeries for wrapping bread intended for sale through grocers to the general public. The machine is in competition with others, but as many bakers have their bread wrapped by hand, the sales work is principally that of showing the advantages of mechanical methods.

The sales arguments are:

1. Labor and material are saved in wrapping bread by machine.
2. Better and more accurate work is done mechanically.
3. An installation will be made on trial to demonstrate the desirability of the equipment.

In developing the first point, actual figures are given in the advertisement, and a definite comparison is made between hand and machine methods. The net saving is then presented. Further, the reasons why it is possible to make this saving are given by showing that a small sheet of paper is used, and that but one operative is needed.

In laying out this advertising and developing the sales points in the advertisements, it is recognized that the only reason a baker will install a piece of machinery to do work that is now being accomplished by hand is the opportunity to save money. Consequently, the money-saving possibilities of the machine are developed in the advertising, and the mechanical features are given less attention, as the willingness of the manufacturers to put the machine in on trial shows their confidence in its ability. The baker, it is understood, is more interested in what the machine will do for him than in what it consists of mechanically, and for this reason the mechanical features are subordinated to those of greater interest to the prospective buyer.

Inasmuch as all large commercial bakeries are interested in saving money in operating expenses, publications widely circulated in the wholesale bakery trade would be of value in this campaign. Such papers as the *Bakers' Helper, Bakers' Weekly, Bakers' Review, Bakers' News,* and the *National Baker* could be used to advantage in advertising these machines. A typical advertisement of this firm is shown in Fig. 10. This is

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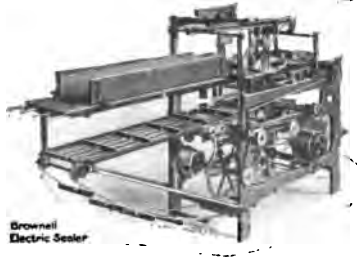
The Battle Creek

Save More Than In The First



Brownell Electric Sealer

Why You Save

Reason 1.—
A smaller sized sheet of paper is required for the Brownell Electric Sealer than that used for hand wrapping.

Reason 2.—
Only one man needed to operate it.

Labor Saving

Cost of hand wrapping daily output of 10,000 loaves at $1.00 per thousand	$10.00
Cost of wrapping with the Brownell Electric Sealer	3.00
Daily Saving in Labor	$7.00

Material Saving

Cost of 10,000 sheets of paper for hand wrapping 20 x 15 at $3.00 per thousand (both sides waxed)	$30.00
Cost of 10,000 sheets of paper for machine wrapping 14 x 16 at $2.25 per thousand (both sides waxed)	22.50
Daily Saving in Paper	$7.50
Total Daily Saving on Labor and Paper	$14.50
Annual saving (300 days) Labor and Paper	$4,350.00
Cost of Machine	1500.00
Actual Saving First Year	$2,850.00

Wraps and Seals Perfectly

It is remarkable to see how neatly and securely each package is wrapped with unfailing regularity and accuracy day after day, week after week, and year after year.

See it work in your own shop—
Write to-day and ask about our free trial offer.

JABURG BROTHERS

10-14 Leonard Street - - - - - - New York

Sole Eastern Distributors of The Battle Creek Bread Wrapping Machines

BAKERS REVIEW

Bread Wrapping Machines

3 Times Their Cost Year of Service

Why It Is So

You save in paper because a larger sheet is necessary for hand wrapping than that used on the Battle Creek Bread Wrapping & Tying Machine.

ONE MAN OPERATES IT—that's another big labor and cost reduced.

EVEN TWINE IS SAVED—because the Battle Creek Bread Wrapping & Tying Machine automatically knots the string and cuts it so that there is not a fraction of an inch waste.

The Battle Creek Bread Wrapping and Tying Machine

Labor Saving

Cost of hand wrapping daily output of 10,000 loaves at $1.00 per thousand	$10.00
Cost of wrapping with the Battle Creek Bread Wrapping & Tying Machine	3.00
Daily Saving in Labor	$7.00

Material Saving

Cost of 10,000 sheets of paper for hand wrapping 20 x 15 at $2.50 per thousand (one side waxed)	$25.00
Cost of 10,000 sheets of paper for machine wrapping 14 x 16 at $1.75 per thousand (one side waxed)	17.50
Daily saving in paper	$7.50
Total Daily Saving On Labor and Paper	$14.50
Annual Saving (300 days) Labor and Paper	$4,350.00
Saving in Twine about $50	

Could You Ask More?

Is it worth while to expend $1500 to save $4350?

There is only one answer, WRITE TODAY, and learn about our free trial offer.

JABURG BROTHERS

10-14 Leonard Street - - - - - - New York

Sole Eastern Distributors of The Battle Creek Bread Wrapping Machines

FIG. 10

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a double-page spread, a size that is by no means uncommon in trade and technical journals.

19. Reading Notices.—Publicity in the reading columns of technical papers can sometimes be obtained, provided the manufacturer has something of real interest to offer. The practice of giving reading notices as part of the service to the advertiser is being discontinued by most high-grade technical papers, though there are many that conduct columns or departments devoted to new machines and appliances, in which items of this kind are published without charge. When a manufacturer knows of a machine of his that is giving exceptional service, or that has been used in an interesting way, the publications in his field will usually be glad to publish an article about it. Here, as in other cases, however, the question usually asked is whether the item is of legitimate interest to the readers of the publication, and it will not be printed unless it is.

ADVERTISING IN TRADE PAPERS

20. Purpose and Methods.—Trade-paper advertising is intended to sell to the distributor the goods manufactured or handled by the advertiser. The ordinary product of general consumption moves from the factory to the jobber, and through him to the retailer, from whom it is purchased by the ultimate user. Some manufacturers confine their advertising to the trade, making comparatively little effort to influence the consumer. Others endeavor to create a demand for their goods by general advertising through recognized "consumer mediums," such as magazines of general circulation, newspapers, billboards, street car cards, etc., and they back up this consumer advertising by vigorous publicity to the dealer and other trade factors.

The ordinary jobbing house does comparatively little creative work. It carries the products of a great many manufacturers, and because of the number of items handled, its function, necessarily, is to supply the call of the merchants in its territory, rather than to create a demand for any of the trade-

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marked lines that it handles. In some cases the jobber handles goods that he buys from other concerns, but under his own trade-mark. In that event he is classed with the manufacturers, as far as the trade is concerned, and is interested in advertising the merits of his goods and creating good-will, by trade-paper advertising, for the brands that he is selling.

Because of the importance of the dealer in all selling campaigns, increased attention is being paid to trade-paper advertising, especially on the part of manufacturers who are doing consumer advertising. In this case the consumer publicity is of no value if the merchants are not carrying stocks of the goods advertised, and in most campaigns advertising is run in the trade papers ahead of the general advertising, advising the dealers of the work which is to be done, and urging them to take advantage of the opportunity by laying in stocks with which to supply the anticipated demand.

Much attention is also paid by manufacturers at present to cooperating with the dealer by furnishing signs and literature for use in his store. In order to get this advertising material into the hands of interested dealers, trade-paper advertising is used, so that it will be supplied only to those who are sure to make use of it. In fact, since the value of advertising in the sale of goods is now better appreciated many manufacturers get the support of the trade by advertising their entire selling campaigns in the trade papers, showing how they are promoting sales work for the dealer so as to assure him a profit on the goods that he puts in stock.

21. Opportunity for Effective Appeal.—The weakness of much trade-paper copy lies in the failure of the advertiser to appeal to the self-interest of the merchant in handling his goods. Advertising which will sell to the consumer and which will sell to the dealer are not usually identical. The consumer buys an article because of its quality, and because he or she has a definite use for it. The only reason that a merchant buys goods is because he believes that he can make money selling them. Quality is an aid in selling, of course, and hence quality is incidentally a sales argument in dealing

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Victrola XI, $100
Mahogany or oak

Victrola VI, $35
Oak

Victrola IX, $80
Mahogany or oak

Victrola XVI, $200
Victrola XVI, electric, $250
Mahogany or oak

Victor supremacy is self-evident

It is the supremacy of achievement—of great things actually accomplished.

And it brings success to Victor dealers everywhere!

Victor Talking Machine Co., Camden, N. J., U. S. A.

Eastern Distributors Co., Montreal, Canadian Distributors.

Important Notice: All Victor Talking Machines are patented and records licensed, and with right of use only Victor Records only. All Victor Records are patented and are only licensed, and with right of use on Victor Talking Machines only. Victor Records and Victor Machines are subject to special contracts and conditions, and their use, except under such rights, is not only unauthorized but infringes and counterfeits very.

Victor Distributors

Albany, N. Y. ..... Grafulla-Morris Co., Inc.
Amarillo, Tex. ..... Phillips & Crews Co.
Austin, Tex. ..... The Talking Machine Co. of Texas
Baltimore, Md. ..... Cohen & Hughes
Bangor, Me. ..... H. P. Wood & Sons Co.
Birmingham, Ala. ..... Andrews Music House Co.
Boston, Mass. ..... Oliver Ditson Co.
The Talking Machine Shop
Brooklyn, N. Y. ..... The M. Shubert & Sons Co.
Buffalo, N. Y. ..... Angelus Talking Mach. Co.
S. T. Williams
W. D. Lord & Paul Co.
Burlington, Vt. ..... Lyman Bros. & Phonograph Co.
Butte, Mont. ..... Anaconda Music Co.
Calgary, Alta. ..... Calgary Talking Machine Co.
Canton, O. ..... The Hall Music Co.
Cincinnati, O. ..... The Rudolph Wurlitzer Co.
Cleveland, O. ..... The Eclipse J. Depew Co.
Cincinnati Talking Mach. Co.
Columbus, O. ..... The Columbus Phonograph Co.
Dallas, Texas ..... Dallas Talking Machine Co.
Dayton, O. ..... The Dayton Talking Mach. Co.
Denver, Colo. ..... Denver Music Co.
Des Moines, Ia. ..... Kimball Bros.
Detroit, Mich. ..... Detroit Talking Mach. Co.
Duluth, Minn. ..... W. D. Wells Co.
El Paso, Tex. ..... Tom Hughes & Bro.
Evansville, Ind. ..... Evansville Mus. Co., Ltd.
Fort Worth, Tex. ..... Fort Worth Talking Machine Co.
Indianapolis, Ind. ..... Hedekin Talking Machine Co.
Jacksonville, Fla. ..... W. W. Kimball Sons Music Co.
Kansas City, Mo. ..... Kansas City Talking Mach. Co.
Johnston Music Co.
Lincoln, Neb. ..... Jos. F. Cunning Co.
Little Rock, Ark. ..... O. K. Houck Piano Co.
Los Angeles, Cal. ..... Sherman, Clay & Co.
Memphis, Tenn. ..... O. K. Houck Piano Co.
Milwaukee, Wis. ..... Badger Talking Machine Co.
Minneapolis, Minn. ..... Talking Machine Co.
Mobile, Ala. ..... Wm. H. Reynolds
Montreal, Canada ..... Berliner Gramophone Co. Ltd.
Nashville, Tenn. ..... O. K. Houck Piano Co.
Newark, N. J. ..... Peter Talking Machine Co.
New Haven, Conn. ..... Henry Horton
New Orleans, La. ..... Thiltgen Wurlitz. Ltd.
New York, N. Y. ..... Blackman Talking Mach. Co.
Emerson Music
C. Bruno & Son, Inc.
J. Lumpp & Sons
Leo Dayton
Sterling Phono. & Co.
Landay Bros., Inc.
New York Talking Mach. Co.
Orrell, Inc.
Otto K. Fischer Co.
Omaha, Neb. ..... A. Hospe Company
Peoria, Ill. ..... Peoria Music Co.
Philadelphia, Pa. ..... Penn Phono. Co., Inc.
Chas. Stuck Co., Inc.
C. J. Heppe & Son
The Phonograph Co., Inc.
The Talking Machine Co.
C. C. Mellor & Son, Inc.
S. T. Muller Co., Ltd.
C. J. Perlstein Piano Co.
Pittsburgh, Pa. ..... Pittsburgh Talking Mach. Co.
Thomas & Adams Co.
Portland, Me. ..... Portland Talking Mach. Co.
Providence, R. I. ..... Arkwright Bros. Inc.
Richmond, Va. ..... The Carter Company, Inc.
S. D. Wilson & Co.
Rochester, N. Y. ..... F. J. Chapman
The Talking Machine Co.
Salt Lake City, Utah ..... Consolidated Music Co.
The John Elliott Mach. Co.
San Antonio, Tex. ..... Tom Hughes & Bro.
San Francisco, Cal. ..... Sherman, Clay & Co.
Seattle, Wash. ..... Talking Machine Co.
Sioux Falls, S. D. ..... Talking Victrola Exchange
Spokane, Wash. ..... Sherman, Clay & Co.
St. Louis, Mo. ..... Koerber-Brenner Music Co.
St. Paul, Minn. ..... W. J. Dyer & Bro.
Syracuse, N. Y. ..... W. T. Andrews Co.
Toledo, O. ..... The Whitney & Currier Co.
Washington, D. C. ..... Odell & Prather
E. F. Droop & Sons Co.
Geo. C. Figgis Co.

Fig. 11

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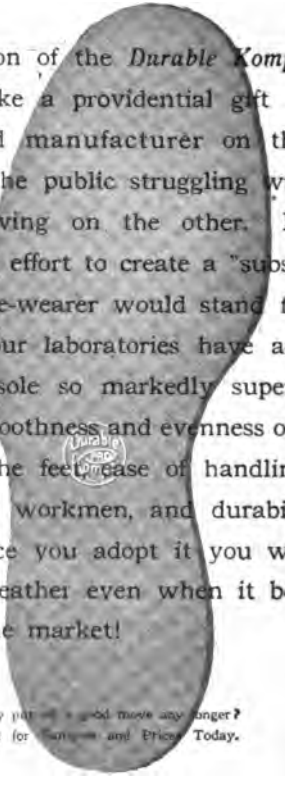
An·Achievement!

The perfection of the *Durable Kompo Sole* has come like a providential gift to the hard-pressed manufacturer on the one hand,—and the public struggling with the high-cost-of-living on the other. In the conscientious effort to create a "substitute" that the shoe-wearer would stand for, the wizards of our laboratories have actually produced a sole so markedly superior to leather in smoothness and evenness of wear, comfort to the feet, ease of handling and operation by workmen, and durability in use, that once you adopt it you will not go back to leather even when it becomes a drug on the market!



PLYMOUTH RUBBER COMPANY
CANTON MASS.

FIG. 12

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with the merchant; but the argument should be stated differently, and the point made that good quality will be of assistance to him in making permanent customers, getting repeat orders, and thus building up patronage of a profitable character.

Some manufacturers, who have not given much attention to their trade-paper advertising, using the space as a matter of course but without realizing its possibilities, use identically the same copy in the trade publications as that which appears in the general magazines. This practice is undoubtedly weak and ineffective, and causes a large waste of space, whereas it is easily possible for the manufacturer to win the interest and cooperation of the trade factors by proper use of trade publications.

The Victrola advertisement in Fig. 11 is directed to dealers and appeals to them on the basis of the Victor's popularity with the public, which it is declared brings success to the merchants. In this trade-paper copy is shown a list of wholesale distributors from whom the dealer can obtain a supply.

22. Examples of Trade-Paper Advertising.—Trade-paper advertisements serve a great variety of purposes. All of them, of course, have the general purpose of selling the dealer; but this effort may take the form of showing new goods, explaining trade policies, describing campaigns of advertising to the consumer, and a great variety of other things.

23. In Fig. 12, for instance, the manufacturer is showing a new product, and telling about its good qualities. He is acquainting the trade with a new kind of sole to take the place of leather, and is endeavoring to familiarize shoe manufacturers and dealers with the advantages which it possesses. A criticism of this advertisement might be made on the ground that the paper in which the advertisement was published circulates exclusively among shoe dealers while the advertisement seems directed to manufacturers, and the point might have been made in advertising to dealers that shoes equipped with the new material would have special sales advantages on account of the qualities claimed.

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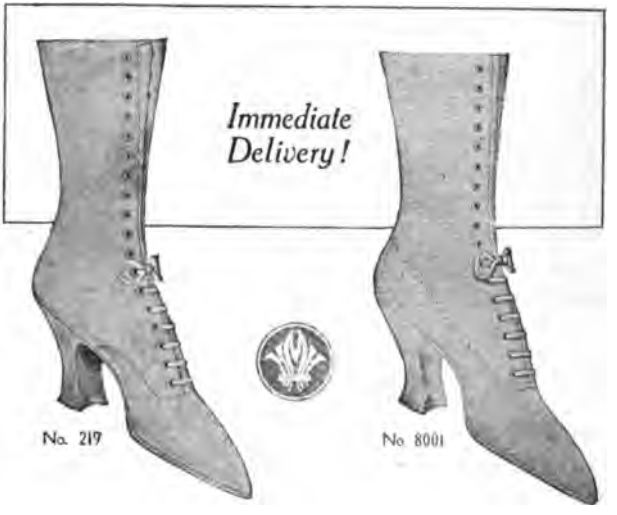

Beautiful White Boots
From the House of Husk

Modish models with the irresitible charm of dainty femininity are ready now for at-once delivery to you!

No. 110—White Ostend, 9-inch Welt, White Ivory Sole and Heel.....$3.00
AA to D. 2 to 7½.

No. 8001—White Nubuck (Seamless), 6-inch Welt Covered Heel.....$6.50

No. 8002—White Ostend 8-inch Welt, White Enameled Sole and Heel.....$2.35
AA to D. 2 to 7½.

No. 8002—Same as above with Enameled Sole and Heel.....$3.00
AA to D 2 to 7½.

No. 8007—White Kid (¾ Posed), 8-inch Welt, Enameled Sole and Heel.....$3.00
AA to C. 2 to 7½.

HARRY M. HUSK SHOE CO.
327 WEST MONROE ST. CHICAGO, ILL.

404 Boston Block, Minneapolis, Minn.
202 Caswell Blk, Milwaukee, Wis. 538 Ridge Bldg, Kansas City, Mo.

In Answering This Advertisement Please Mention THE SHOE RETAILER.

Fig. 13

Digitized by Google

653 THE WEDDING MARCH

655 THE HOME BUILDERS

652 LOVE'S MESSAGE

654 BLOSSOM TIME

Record Sellers for the Fall 1917

Four new subjects by Bessie Pease Gutmann, remarkable for their beauty in composition, execution and sentiment. A limited number of samples to jobbers are ready now. Stock delivery end of August. Hand colored photogravure, 14x21 inches, list price $1.50 each.

Gutmann & Gutmann 116 West 32nd Street **New York**

175

Fig. 14

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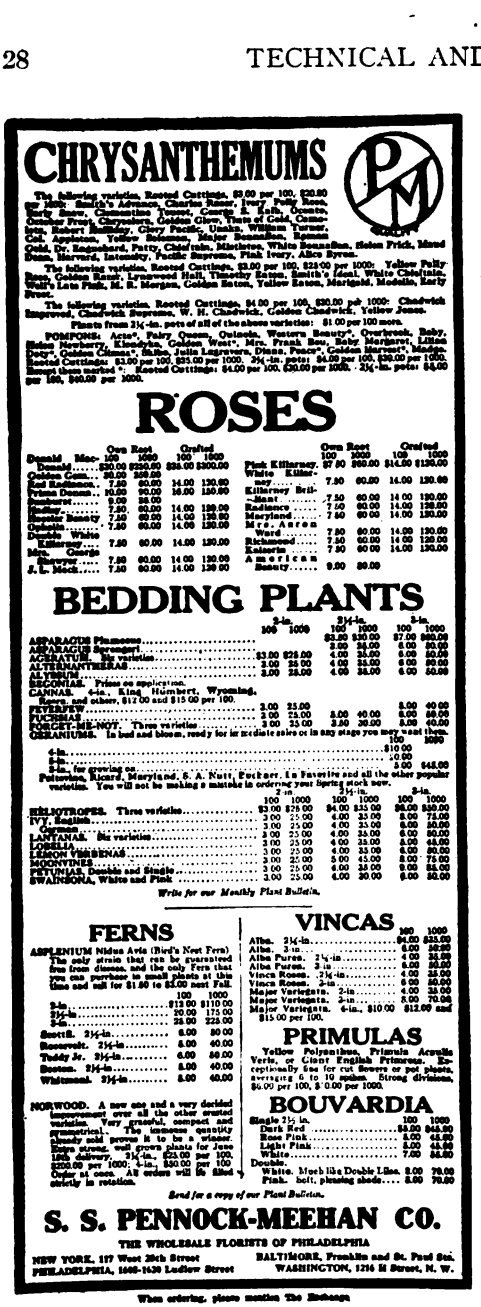

CHRYSANTHEMUMS

The following variation, Rooted Cuttings, $2.00 per 100, $20.00 per 1000: Smith's Advance, Charles Razer, Ivory, Polly Rose, Early Snow, Commodore Dewey, Country R. Kalb, Oconto, Dorothy Fleur, Chrysolora, Golden Glow, Tints of Gold, Connie Ivor, Robert Halliday, Glory Pacific, Unaka, William Turner, Col. Appleton, Yellow Bonnaffon, Major Bonnaffon, Egmont Gold, Dr. Engelhard, Patty, Chieftain, Mistletoe, White Bonnaffon, Helen Frick, Maud Dean, Harvard, Intensity, Pacific Supreme, Pink Ivory, Alice Byron.

The following variation, Rooted Cuttings, $3.00 per 100, $25.00 per 1000: Yellow Polly Rose, Golden Rose, Lynwood Hall, Timothy Eaton, Smith's Ideal, White Chieftain, Wall's Late Pink, M. E. Morgan, Golden Eaton, Yellow Eaton, Marigold, Modello, Early Frost.

The following variation, Rooted Cuttings, $4.00 per 100, $30.00 per 1000: Chadwick Improved, Chadwick Supreme, W. H. Chadwick, Golden Chadwick, Yellow Jones.

Plants from 2¼-in. pots of all of the above variation: $1.00 per 100 more.

POMPONS: Acta*, Baby Queen, Quinola, Western Beauty*, Overbrook, Baby, Helen Newberry, Klondyke, Golden West*, Mrs. Frank Bee, Baby Margaret, Lillian Doty*, Golden Climax*, Helen, Julia Lagerson, Diana, Peace*, Golden Harvest*, Madge. Rooted Cuttings: $3.00 per 100, $25.00 per 1000. 2¼-in. pots: $4.00 per 100, $30.00 per 1000. Those then marked *. Rooted Cuttings: $4.00 per 100, $30.00 per 1000. 2¼-in. pots: $5.00 per 100, $40.00 per 1000.

ROSES

	Own Root 100	Own Root 1000	Grafted 100	Grafted 1000
Donald Mac-Donald	$20.00	$250.00	$35.00	$300.00
Golden Gate	20.00	200.00		
Red Radiance	7.50	60.00	14.00	130.00
Prince Dorset	10.00	90.00	16.00	150.00
Lombardy	9.00	85.00		
Kaiserin	7.50	60.00	14.00	130.00
Bridesmaid	7.50	60.00	14.00	130.00
Bridal Rose	7.50	60.00	14.00	130.00
Gardenia	7.50	60.00	14.00	130.00
Double White Killarney	7.50	60.00	14.00	130.00
Mrs. George Shawyer	7.50	60.00	14.00	130.00
J. L. Mock	7.50	60.00	14.00	130.00
Pink Killarney	$7.50	$60.00	$14.00	$130.00
White Killarney	7.50	60.00	14.00	130.00
Killarney Brilliant	7.50	60.00	14.00	130.00
Radiance	7.50	60.00	14.00	130.00
Maryland	7.50	60.00	14.00	130.00
Mrs. Aaron Ward	7.50	60.00	14.00	130.00
Richmond	7.50	60.00	14.00	130.00
Kaiserin	7.50	60.00	14.00	130.00
American Beauty	9.00	80.00		

BEDDING PLANTS

	2-in. 100	2-in. 1000	2¼-in. 100	2¼-in. 1000	3-in. 100	3-in. 1000
ASPARAGUS Plumosus			$3.00	$30.00	$7.00	$60.00
ASPARAGUS Sprengeri			3.00	25.00	6.00	50.00
AGERATUM. Six varieties	$3.00	$25.00	4.00	35.00	6.00	50.00
ALTERNANTHERAS	3.00	25.00	4.00	35.00	6.00	50.00
ALYSSUM	3.00	25.00	4.00	35.00	6.00	50.00
BEGONIAS. Prices on application.						
CANNAS. 4-in., King Humbert, Wyoming, Rosea and others, $12.00 and $15.00 per 100.						
FEVERFEW	3.00	25.00			5.00	40.00
FUCHSIAS	3.00	25.00	5.00	40.00	6.00	50.00
FORGET-ME-NOT. Three varieties	3.00	25.00	5.00	30.00	5.00	40.00

GERANIUMS. In bud and bloom, ready for immediate sales or in any stage you may want them.

	100	1000
4-in.	$10.00	
5-in.	15.00	
6-in. for growing on	5.00	$45.00

Poitevine, Ricard, Maryland, S. A. Nutt, Fuchsar. In Poitevine and all the other popular varieties. You will not be making a mistake in ordering your Spring stock now.

	2-in 100	2-in 1000	2¼-in 100	2¼-in 1000	3-in 100	3-in 1000
HELIOTROPES. Three varieties	$3.00	$25.00	$4.00	$35.00	$6.00	$50.00
IVY, English	3.00	25.00	4.00	35.00	6.00	50.00
German	3.00	25.00	4.00	35.00	6.00	50.00
LANTANAS. Six varieties	3.00	25.00	4.00	35.00	6.00	50.00
LOBELIA	3.00	25.00	4.00	35.00	6.00	50.00
LEMON VERBENAS	3.00	25.00	4.00	35.00	6.00	50.00
MOONVINES	3.00	25.00	5.00	45.00	8.00	75.00
PETUNIAS, Double and Single	3.00	25.00	4.00	35.00	9.00	85.00
SWAINSONA, White and Pink	3.00	25.00	4.00	30.00	6.00	50.00

Write for our Monthly Plant Bulletin.

FERNS

ASPLENIUM Nidus Avis (Bird's Nest Fern) The only strain that can be guaranteed free from disease, and the only Fern that you can purchase in small plants at this time and sell for $1.50 to $2.00 next Fall.

	100	1000
2-in.	$12.00	$110.00
2½-in.	20.00	175.00
3-in.	25.00	225.00
Scottii. 2½-in.	6.00	50.00
Roosevelt. 2½-in.	5.00	40.00
Teddy Jr. 2½-in.	6.00	50.00
Boston. 2½-in.	5.00	40.00
Whitmani. 2½-in.	5.00	40.00

NORWOOD. A new one and a very decided improvement over all the other crested varieties. Very graceful, compact and symmetrical. The immense quantity already sold proves it to be a winner. Price strong, well grown plants for June 15th delivery, 2½-in., $25.00 per 100, $200.00 per 1000; 4-in., $50.00 per 100. Order at once. All orders will be filled strictly in rotation.

VINCAS

	100	1000
Alba. 2½-in.	$4.00	$35.00
Alba. 3-in.	6.00	50.00
Alba Pures. 2½-in.	4.00	35.00
Alba Pures. 3-in.	6.00	50.00
Vinca Roses. 2½-in.	4.00	35.00
Vinca Roses. 3-in.	6.00	50.00
Major Variegata. 2-in.	4.00	35.00
Major Variegata. 3-in.	8.00	70.00
Major Variegata. 4-in.	$10.00	$12.00 and $15.00 per 100.

PRIMULAS

Yellow Polyanthus, Primula Acaulis Verie, or Giant English Primroses. Exceptionally fine for cut flowers or pot plants, averaging 6 to 10 spikes. Strong divisions, $6.00 per 100, $50.00 per 1000.

BOUVARDIA

Single 2½-in.	100	1000
Dark Red	$8.00	$65.00
Rose Pink	8.00	65.00
Light Pink	8.00	65.00
White	7.00	55.00
Double.		
White. Much like Double Lilac	8.00	70.00
Pink. Best, pleasing shade	8.00	70.00

Send for a copy of our Plant Bulletin.

S. S. PENNOCK-MEEHAN CO.

THE WHOLESALE FLORISTS OF PHILADELPHIA

NEW YORK, 117 West 28th Street
PHILADELPHIA, 1608-1630 Ludlow Street

BALTIMORE, Franklin and St. Paul Sts.
WASHINGTON, 1216 H Street, N. W.

When ordering, please mention The Exchange

FIG. 15

24. Advertisements containing illustrations and prices of new goods are not always attractive to the eye, but are effective in getting action from the dealer. In Figs. 13 and 14, the manufacturers are showing new offerings to the trade, and giving prices with the descriptions, so that dealers who desire may send orders by mail. In fact, mail-order advertising, which is well known in the consumer or general field, is just as effective in the trade field, and many concerns have no salesmen, but rely upon their trade-journal and direct advertising to get business. In this case it is necessary to put all of the facts, including descriptions and prices, into the advertisement, and to make it just as easy as possible for the prospective customer to order. Fig. 15 shows the

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Inside Information About the Use of Cash Registers in Shoe Stores

CHAPTER X

Cash Register and Day Book the Only Bookkeeping in This Store

Mr. Fred Fedler, of the Shu-Fit Company, 312 West Jefferson Street, Louisville, Kentucky, in speaking of a cash register system in a retail shoe store, said:

"I can't see how the small retailer, that is the retailer without a large accounting system and cashier, can get along without a cash register. I have been using some model of National Cash Register for many years, and absolutely would not be without one."

Mr Fedler for a number of years had a small machine, but about four years ago installed one of the later receipt-printing models.

Each clerk is given a number which is marked on his or her sales tickets, but only Mr. Fedler and one of his assistants is permitted to ring up sales.

Classify Stock by Letters

The characters to the left of the keyboard have been divided up to represent various kinds of merchandise. A. stands for men's shoes; B. for women's shoes; D for findings; and H. for hosiery.

Each sale, as made, is recorded on the register under the various departments, and the tickets are marked with the salesman's number, placed on a file, and later posted in the day book.

A Double Balance

This book is arranged so that each clerk's sales for the day are shown, and each department's sales. The two must balance and in turn must balance with the day's total sales on the cash register.

This company does nothing in the way of charge business, and the cash register and sales book, or day book, represent the entire bookkeeping system so far as the selling end of the business is concerned.

Simplifies Stockkeeping

In dividing the sales into departments the stockkeeping system is simplified until only a very few daily entries have to be made in order to keep tab on the entire business.

Still the new ideas come. Some one of them is sure to fit your case exactly.

Meanwhile, let us put you in touch with the N C R man in your territory if you do not already know him

The National Cash Register Company, Dayton, Ohio

FIG. 16

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FIG. 17

Digitized by Google

offering of current florist stock, and while this is not a particularly beautiful advertisement, there is no doubt about its ability to get the attention of those who are in the market for flowers.

25. How to use the equipment of the manufacturer so as to get the maximum satisfaction from it is another subject that is properly dealt with in trade-paper copy. The National Cash Register Company, whose advertisement is shown in Fig. 16, is not content with selling merchants its registers, but uses trade-paper space to show them how to get the most out of the equipment. The actual experience of a merchant is recounted in this advertisement, thus lending human interest to the exposition of the principles discussed.

26. The attitude of the manufacturer on various questions of trade policy can properly be indicated in his trade-journal advertising. Does the house give guarantees? This is a question which the public is likely to ask the dealer, and he in turn should be advised by the manufacturer. The advertisement reproduced in Fig. 17 emphasizes the guarantee that goes with the product of the Kohler Company, and reassures plumbers on this important subject.

27. Many manufacturers furnish display cases and other store equipment for handling their goods, and their trade-journal advertising explains the value and utility of these to the dealer. Fig. 18 shows a special cabinet offered by a well-known advertiser to his trade, and the advertisement is strong in that the reasons for handling rubber bands in this way rather than otherwise are given in detail. This advertisement tells the whole story, from a trade standpoint, and enables the dealer to make up his mind about the desirability of the proposition presented to him. That is one of the functions of a good trade-paper advertisement.

28. If a product fills a long-felt want, or has been designed to meet a special need, then the discussion of that need and how it has been met indicates to the dealer the market for the product. Since he buys the goods not to use but to sell again,

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Size of Cabinet 18¾ inches wide, 11¼ inches high, 7 inches deep.

Quick Service — Pleases the Customer

Gray Rubber Bands in Envelopes—Retail Price 10 Cents

There are many small consumers of gray rubber bands. The old method of breaking up and weighing stock in small quantities is obsolete. To sell a small quantity of rubber bands at retail requires a computation that is not always accurate.

The "Banner" Band Assortment No. 150

is a handsome, well-made Cabinet with 12 compartments, each containing 12 envelopes of gray rubber bands in all popular and assorted sizes, to retail for 10 cents per envelope.

A Glass Front

As shown in above illustration, the glass front of the Cabinet permits display of sample of each size band and enables the customer to make an easy selection.

To Replenish Cabinet

Trade supplied with envelopes containing gray rubber bands in the sizes represented, viz.: Nos. 8, 10, 12, 14, 16, 30, 32, 50, 62, 63 and assorted.

Write for Particulars.

EBERHARD FABER, NEW YORK

AWARDED GOLD MEDAL
FOR
RUBBER BANDS
AT PANAMA-PACIFIC EXPOSITION

FIG. 18

Digitized by Google

TYPOCOUNT 1917 LINEN LEDGER

MADE SPECIALLY FOR MACHINE BOOKKEEPING

The common grades of ledger paper have not proved satisfactory for use in the new systems of Machine Bookkeeping. They lack the necessary strength to stand repeated handling in and out of Machine and Binder.

To meet this demand, at a moderate cost, **Typocount Linen Ledger Paper** has been added to the famous Byron Weston Company products. Typocount has the required strength to stand constant handling, also the requisite stiffness or "backbone" to stand upright in the open Tray Binders. It is made with a peculiar surface which insures clean, sharp impressions from type. Furthermore, the exact shade of buff has been adopted which reduces eyestrain to the minimum.

This is a brand new paper, **produced to meet a specific and rapidly growing demand.**

The price is moderate.

INDEX LINEN LEDGER 1917

This is the day of special-purpose papers, and the Byron Weston Company has just produced **Index Linen Ledger Paper,** specifically for use in index sheets for loose leaf books. Index Linen Ledger is made, sold and recommended for this one use.

Index sheets in any system of loose leaf accounting are under a double strain: the pull of the index tab at the outer edge and the tug on the punched margin of the binding side. There is also the soil and wear of repeated handling.

Bearing these requirements in mind, the Byron Weston Company evolved a sheet of unusual strength, with the requisite stiffness, and a pleasing buff color that hides the soil.

Made in a convenient number of sizes and weights.

Send for full size test sheets and prices

Byron Weston Company

"The Paper Valley of the Berkshires"

Dalton, Massachusetts

FIG. 19

Digitized by Google

he is more interested in the market than anything else. In Fig. 19 is shown an advertisement of a paper that is made especially for machine bookkeeping. As many large business establishments have mechanical methods of keeping their accounts, the discussion of the characteristics of the paper which make it especially suitable for the purpose indicated is properly given in the advertisement, which is calculated to get the attention of the stationers to whom it is addressed.

29. The trade-mark of the product is quite important; indeed, since it is the thing by means of which the genuine article is recognized and identified, and since substitution is discouraged by familiarity with the brand, many manufacturers use their trade-paper space to give prominence to their trade names and the appearance of the marks that go on their goods. Fig. 20 shows how a manufacturer of insulated wire, widely used in the electrical trade, goes about making those dealers and contractors who are not already acquainted with the trade-mark familiar with its appearance. After a product has become popular, this protection of the business is even more important than getting new trade, and consequently attention to special publicity for the trade-mark is desirable.

30. When a manufacturer is spending money in consumer advertising that is intended to send the public to stores where goods of the kind he makes are carried, and impel such people to ask about the product advertised, it would be particularly unfortunate not to have the goods in stock; and since merchants appreciate the value of advertised goods, and are more willing, other things being equal, to handle advertised than unadvertised lines, it is evident that the use of trade-paper space to describe proposed campaigns of advertising is likely to be profitable. In truth, it has been found that the trade reaction to general advertising is just as important as the actual effect on the public; hence, the consumer advertising that is done or to be done is featured in the trade-journal advertisements. Fig. 21 shows a typical announcement of this kind, the various publications that are to carry the advertisements being shown, together with an analysis of their circulation and the

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This ribbon is not to beautify

DURADUCT

(Reg. U. S. Patent Office)

It is simply another precaution to protect Duraduct—and to identify it.
When you buy Duraduct you get it in the condition it leaves the factory.
No shopworn Duraduct gets into a job.
Strong fibre boxes are to that.
All good jobbers sell Duraduct.

TUBULAR WOVEN FABRIC COMPANY
MANUFACTURERS —— PAWTUCKET, R. I.
GENERAL SALES AGENT — A. HALL BERRY
97 WARREN ST. NEW YORK — 9 S. CLINTON ST. CHICAGO.

Northern Electric Company Distributors for Canada
LIMITED

THE BLACK DOTTED LINE IS THE MARK OF DURADUCT

FIG. 20

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Announcing—

The first national advertising campaign on electric cooking and

HUGHES Electric Ranges

The first national advertising campaign on electric ranges is now in progress—using large space advertisements in the Saturday Evening Post, Good Housekeeping, the American, and the Woman's Home Companion.

Dealer Helps

COUNTER BOOK: Dealer catalog illustrating and describing the entire Hughes line.

"CARE AND OPERATION OF A HUGHES ELECTRIC RANGE." Describes the simplicity in operating a Hughes Range.

"WHAT EVERY KITCHEN NEEDS:" Containing electric cooking comments and recipes by the world's greatest cooking authorities, cooking hints and illustration and description of each Hughes Range.

"OPENING THE DOOR TO BETTER COOKING," and "SIX LITTLE IMPS IN YOUR KITCHEN," are beautiful follow-up folders.

FIVE ENVELOPE INSERTS.
TEN LANTERN SLIDES.
STREET CAR CARD.
WINDOW CARDS.
LARGE METAL "COOK BY WIRE" SIGN, ETC.

These magazines reach 4,000,000 readers every month—the best homes in your territory. In addition to this enormous circulation, we have prepared a complete set of direct-by-mail advertising for dealer distribution. See list in border below.

Every Central Station, electrical jobber and large dealer may profit by this campaign. Write immediately for the big colored broadside which illustrates and describes the entire campaign and each dealer help.

Hughes Electric Heating Company
5660 West Taylor Street, CHICAGO

Winnipeg — 264 Richmond Street, West TORONTO — Boston

FIG. 21

Digitized by Google

probable result of the campaign in the form of business for the dealer. Likewise, a list of the dealer helps prepared for use in connection with the campaign is given, so that the dealer obtains a full conception of what the expenditure by the manufacturer for advertising and literature means to him.

31. Although dealers like to see a picture of what they are buying, especially if they are expected to order by mail, they are just as much interested in knowing what the product, if it is a machine or appliance, will do, since the work it can accomplish will indicate its selling possibilities. That is why the manufacturer of the tractor plow shown in Fig. 22 used most of his space not to illustrate the plow, but to show what it can do, a field with the furrows turned by the tractor plow occupying most of the space. Then follows a technical description of the plow, and finally an appeal to the dealer who appreciates its value to apply for territory. It may be added here that many manufacturers give exclusive agencies for the distribution of their goods, and their trade-journal advertisements are designed principally to get new dealers in unoccupied territory. An advertisement of the kind shown in Fig. 22 is a powerful lever to move the dealer to action.

Construction features belong in the same category as those of performance. They are shown not because the dealer is going to use the product, but because after he has understood how the product is built he is more readily able to appreciate whether or not it can be sold. These construction details will help him, if he is handling the goods, to interest his customers, so that they serve the double purpose of getting him interested in putting the goods in stock, and of furnishing him with sales ammunition if he is already handling them. In Figs. 23 and 24, the trade-paper space is used for this purpose. The pillow manufacturer tells about the new feathers used in his product, and this is stressed so strongly that it is evident that this feature constitutes one of the principal talking points of the sales campaign. The shoe concern shows, by "X-ray" pictures of human feet encased in shoes, why orthopedic shapes are necessary. This copy as a matter of fact, was intended to be used

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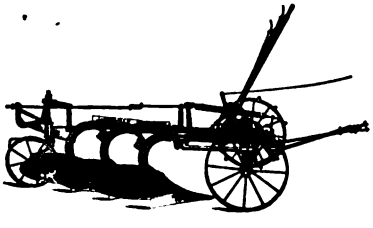
JANESVILLE
TRACTOR PLOWS

The Patented Janesville S. & S. Plow Bottom Turns the Soil Like This.
This Kind of Work Won the Sweepstakes Prizes at both the Big Rock and Wheatland, Illinois, Plowing Matches Recently.



The JANESVILLE 2-3 bottom, 14-inch S. & S. Tractor Plow can be changed from one to the other by taking off or putting on the rear bottom. The 14-inch bottoms and beams are so placed that they can be narrowed to turn a 12 or 13-inch furrow

The plow is flexible in the furrow and retains the action of the walking plow in its construction, which lightens the draft and reduces the expense of running a tractor It turns all kinds of soil, such as marsh land, sod and old ground. No extra breaker bottoms needed.

Now is the time to close up territory in your vicinity with the Janesville Tractor Plow There is a large demand for this plow because of its many necessary and exclusive features both in the domestic and export trade.

These Plows are on exhibition at our branches at all important implement trade centers.

THE JANESVILLE MACHINE CO., Janesville, Wis.

BRANCHES AT ALL TRADE CENTERS.

FIG. 22

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RESTWEL
PILLOWS
of all
New Feathers

RESTWEL Pillows are filled with *all new feathers* and nothing but ALL NEW FEATHERS! The feathers that go into Restwel Pillows at 75c a pair *are put through the same thorough and scientific sterilizing process as those in Restwels at $10 a pair.* The largest merchants FEATURE Restwel Pillows for this reason. And because *we help them* INCREASE THEIR SALES AND PROFITS through our national advertising and Sales Promotion Service. Let us send *you* our new combination—38 RESTWEL PILLOWS FOR $50. Then, let us show you how to *increase your sales and profits*

THIS IS THE $50 COMBINATION

Gardenia—5 pairs
21x28, specially selected, washed, sterilized and double-curled hen feathers.

Pansy—4 pairs
22x28, beautiful duck feathers with an admixture of chicken.

Rose—4 pairs
22x28, fine duck feathers.

Amaranth—2 pairs
22x28, all grey goose feathers.

Daisy—2 pairs
22x28, resilient grey duck down.

Poppy—2 pairs
22x28, snow-white goose and duck feathers.

Robinson-Roders Company

Branch Factory
1933 Wentworth Ave.
Chicago

Dept. I. Newark, N. J.

Exhibit
Klingman Building
Grand Rapids

FIG. 23

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Read the Added Meaning of This Mark

THE name EDUCATOR branded into the sole of the Educator Shoe, has always insured a vital protection—a shoe whose correct orthopaedic shape "lets the feet grow as they should."

Today it means even *more*. It means a shoe that stands *unchanged in quality*.

Do you realize what this means? It means that the serious problem which shoe manufacturers are meeting is being faced squarely. That the issue of Lowered Quality vs. Necessary Price Increase has been decided on the basis of Quality. And Quality prevails.

That the regular wearers of Educators have realized this, is shown by the continued demand in spite of the somewhat higher prices.

These wearers appreciate the idea on which the Educator is based—the correct orthopaedic shape that "lets the feet grow as they should", that relieves bent bones, corns, bunions, ingrowing nails, fallen arches, etc.

Have you "discovered" Educators? Have you realized that they will bring foot freedom to you; that to your children they will insure a *whole lifetime* of foot freedom? For Educators are

MADE FOR MEN, WOMEN, CHILDREN

Get the whole family into Educators today. But don't forget to look on the sole for EDUCATOR, branded in. Not *every* broad-toed shoe is an Educator. That mark guarantees you the correct orthopaedic Educator shape and guarantees quality.

More than 12,000 retailers in the United States carry Educators. Inquire at your favorite store.

SEND FOR "BENT BONES MAKE FRANTIC FEET"

booklet of foot facts by orthopaedic experts. Tells How to Walk Correctly; How to Have Foot-Health, Etc. Free. Write now.

RICE & HUTCHINS, Inc., 14 HIGH ST., BOSTON, MASS.
Makers also of All-America and Tiger Shoes for Men, and Mayflower for Women

RICE & HUTCHINS
EDUCATOR SHOE
REG. U.S. PAT. OFF.

Another page in the Saturday Evening Post of May 5, 1917—more dealer help

Reports of increased consumer sales are being received from all parts of the country

FIG. 24

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The Society Brand Sleeve Ticket

The Society Brand Sleeve ticket is a little thing among "dealer helps," yet, a very big thing when it bears the identification mark of merchandise of individual quality and international prominence

The advantage in the construction of the Society Brand ticket is that it will stay in position. It retains the added feature of space for your customer's name and address and a memorandum of his purchases—data that will serve your purpose in building up your mailing list.

To accredited distributors we supply these sleeve tickets, gratis, with name printed.

Society Brand Clothes

ALFRED DECKER & COHN, Chicago
Society Brand Clothes, Limited Montreal

Fig. 25

Digitized by Google

for consumers, but was turned into trade-journal copy by running an announcement in a box explaining to dealers that the advertisement was to appear in a magazine of national circulation. The reason for reproducing the magazine advertisement was both to advise the trade about the general advertising and to remind them, in spite of their probable familiarity with the story, of the special need for a shoe of this character.

32. Modern merchandising involves service to the customer in many ways. Manufacturers use every opportunity to assist their customers, and to develop various features that have this service idea principally in view. Such items of service make interesting advertising copy, because every merchant appreciates the little extras that he gets from the house that is supplying him with goods. Fig. 25 is a reproduction of a trade-journal advertisement devoted to the special features of a clothing manufacturer's sleeve ticket. It tells about its advantages for adding data regarding the customer's name and address, so that the ticket can be made part of the permanent records of the merchant. By showing the merchant that the manufacturer is thinking of him in connection with even the little things, a point that is very much worth while is scored.

Manufacturers selling store equipment have found that the best way to interest trade-journal readers is not by describing the equipment alone, but by showing how the use of it will lead to more and better business. If better sales service can be rendered through the use of modern fixtures, which are arranged with reference to the convenience of the customer and the clerk, this constitutes an important argument in getting the merchant to install such fixtures. Fig. 26 shows a typical advertisement of a leading show-case manufacturer, who illustrates his goods only incidentally, and gives the principal position of the picture of an apparently high-class customer making a purchase. The merchant who sees this picture in connection with the copy on the subject of "The Store with the Advantage" is forced to draw the inference that good fixtures attract the best kind of patronage. This is trade-journal copy with a purpose and with power to pull results.

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FIG. 26

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Odorless Refrigerators

No. 255 E
Dimensions:
Outside, 36" x 21" x 60"
Ice-Chamber
13½" x 16½" x 19¾"
Ice Capacity:
100 pounds

Refrigerators Now!

Three complete lines of Refrigerators, and every one of them Solid Oak Cases. We have a complete stock and will make immediate shipment at *any time.*

REMEMBER: The Odorless Refrigerator Company of Chattanooga will make immediate shipment to you at ANY TIME!

May we send you a catalog?

The Odorless Refrigerator Co.

340 Water Street

Chattanooga, Tennessee

RAPIDS, Entire Ground Floor Furniture Temple; CHICAGO, Peter Powers, 1414 Wabash Ave.

FIG. 27

Digitized by Google

33. Trade-journal advertising is also of value in getting trade literature, such as catalogs, into the hands of interested and responsible persons. Many catalogs cost as much as fifty cents to one dollar each to produce, and sending them out indiscriminately is costly and extravagant. Advertising the book in the trade papers puts the facts about it before those who are logical prospects and logical readers, and pulls enough requests to secure widespread distribution. This is not the quickest way to get a catalog into circulation, but as printing is expensive, and as a catalog that is not used is not likely to bring business, the plan is coming more and more into use. Fig. 27 shows an advertisement that features one item of a line of refrigerators, but emphasizes the suggestion about writing for a catalog that describes the full line. Most manufacturers who issue catalogs test the value of their mediums by the inquiries they receive from this source, keying the advertisements by the use of fictitious street numbers, etc.

COMBINED TRADE AND TECHNICAL ADVERTISING

34. A campaign which, like many others, involved a combination of trade and technical advertising, was that of the American Walnut Association. This association was composed of manufacturers of walnut lumber and veneers. At the time the campaign was started, little walnut was being used in this country, and the export market absorbed most of the production. As export conditions had become unfavorable, leading manufacturers got together for the purpose of restoring the popularity of walnut in this country.

The problem included reaching all of the trade factors concerned with the use of walnut: furniture manufacturers and dealers, office-equipment concerns, interior trim manufacturers, and architects. It was not contemplated, owing to the limited amount of money available, that any general mediums would be used, but trade and technical publications exclusively were put on the schedule.

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INTERIOR OF STORE OF BROKAW BROTHERS, NEW YORK

Brokaw Brothers' New Building,

which is one of the finest examples of modern mercantile structures in the country, is an ornament to Broadway and Forty-second street, New York. It was designed by Rouse & Goldstone and built by A. L. Mordecai & Son. C. C. Curtis, of the Grand Rapids Show Case Company, acted as store architect, and designed the interior shown in the picture.

All of the showcases, wardrobes, stock fixtures, show window backs, wrapping counters, office partitions and standards for show trim on the three lower floors are entirely of American walnut, and the interior of the passenger elevators is finished in the same wood. Wherever wainscoting was to be used, American walnut paneling was provided.

Brokaw Brothers say that the thousands of sightseers who have admired the new building since it was opened, March 6, have been especially generous of their praise of the beauty of the walnut treatment.

American Walnut Association

Starks Building : : : : Louisville, Ky.

FIG. 28

Digitized by Google

"The Furniture of Generations"

was the phrase used by one of the prize-winning merchants who displayed American Black Walnut Goods and entered his window in our contest, results of which are announced in this issue. And that is why dealers who are "playing up" walnut are selling the goods, often right out of the windows. If you are handling walnut, you know how the public has taken to it; if you are not, make a point of seeing

AMERICAN BLACK WALNUT

Displays at the Exhibitions

The leading houses of the United States will continue to display walnut in quantity, and to emphasize the fact that it is the real aristocrat of American hardwoods, and the peer of any cabinet material in the world; that it is beautiful, and still better, livable; the sort that a consumer wants to keep on buying.

A winning combination, that possesses the real selling wallop, consists of a real walnut line, that will give the public an idea of the possibilities of the wood; a live merchant, and a little intelligent publicity for the proposition.

If you want further information, address

The American Walnut Association

1404 Starks Bldg., Louisville, Kentucky

Fig. 29

Digitized by Google

Your Customers Know Walnut

Three years ago a man in the office furniture business might have been excused for saying that to handle goods made of American Walnut would involve a work of education.

Today this is not true: American walnut is known everywhere, people like it, and explanations regarding it are unnecessary.

AMERICAN WALNUT
The Aristocrat of American Hardwoods

Over 200 furniture manufacturers in the general field are now using walnut. Thousands of stores are selling goods made of this material.

Architects have realized what an addition to the list of fine woods available for interior trim American Walnut has made, and the result is that hundreds of high-class office buildings, stores, etc., have been finished that way.

If this means anything, it means a real and definite demand for business furniture to match these interiors.

It means that the dealer who has walnut on his floor has something worth talking about.

Would you like to see our booklet?

American Walnut Association
Transportation Building, Chicago

FIG. 30

The manufacturers were urged to use walnut because of its quality as a wood. The dealers were told that walnut furniture would again be available, and if their customers wanted walnut, they would be able to supply it. Office-equipment dealers were advertised to along the same line, while architects were interested by showing them what others had done, and by giving data regarding important buildings in which walnut had been used. The architects were also assured as to the supply by production statistics compiled by the Government.

A booklet was prepared giving all of the general information that would be needed on the subject, and use of this was made to secure inquiries, as reference was made to the booklet in all of the advertisements.

In addition to the trade-journal advertising, furniture dealers were interested by means of contests. A contest was announced in which $100 in prizes was to be given for the best

Digitized by Google

window displays in which walnut furniture was featured; later a similar contest for prizes aggregating an equal amount was inaugurated for the best newspaper advertisements.

In order to reach users of veneers and lumber, including manufacturers of furniture, interior trims, store fixtures, etc., the association used the *Hardwood Record, Veneers,* and the *Furniture Manufacturer and Artisan;* to reach furniture dealers, the *Furniture Journal* and the *Furniture Record* were employed; while *Office Appliances* was placed on the list to reach those in the office-equipment business. The *Architectural Record* was the medium used in advertising to architects.

Figs. 28, 29, and 30 show the difference in the character of the appeal made to the several trade factors. The appeal to the furniture dealer is entirely different from that to the architect. Only by copy that appeals to the special interests of the group of readers reached by the publication can maximum results be secured.

The campaign was successful, and hundreds of manufacturers of furniture adopted walnut, while thousands of dealers began to sell furniture made of that wood. Architects specified walnut for interiors more frequently, and in a comparatively short time, by the expenditure of a relatively small amount of money, the objects for which the association had been formed had been accomplished.

This campaign is interesting to the student of trade and technical advertising in showing the possibilities of the mediums in this field when properly coordinated with one another, and when all of the trade factors to be reached are kept thoroughly in mind. Furthermore, it suggests the importance of supporting the advertising in trade and technical papers by means of booklets, contests among dealers, etc. The advertising alone should not be relied upon to accomplish the result; the favorable impression that it has created should be followed up by solicitation of some other form.

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GENERAL CONDITIONS IN THE TRADE AND TECHNICAL FIELD

35. Probably no field of publishing and advertising has expanded within recent years as has the trade and technical field. This is due to the tendency in the direction of specialization, as well as to the development of industries in the United States. This industrial growth has been accompanied by a demand for specialized information that has been almost insatiable, and because the trade and technical publications have been able to supply this, their number and size have had remarkable growth.

From an advertising standpoint, the value of a trade or technical publication depends on the use to which it is to be

"Hospital Management" Advertising Rates

Size of Space	RATE PER INSERTION 1 Time	3 Times	6 Times	12 Times
One page	$50.00	45.00	$40.00	$35.00
Half page	30.00	27.50	25.00	20.00
Quarter page	17.50	16.50	15.00	12.50

DISCOUNTS—Advertising accounts are payable monthly, and are subject to 5% discount for remittance within 10 days of date of bill.

SPECIAL POSITIONS—Rates quoted are for run of paper. Quotations on specified positions and covers furnished on request.

CRAIN PUBLISHING COMPANY, Inc.

FIG. 31

put, which in turn depends upon its circulation, and its editorial standards. That is, a publication that might be an effective medium for one product might possibly be ineffective for another, because of the proportion of its readers interested in the one product and not in the other. For example, a publication may reach the hide, leather, shoe-making, saddlery, and other sections of the leather trade, and it is important to know something about its distribution in each of these fields. The editorial character of a paper affords a good index to the inter-

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ests of its readers, and a careful study of the matter published will usually show in what lines or fields its subscribers will be found.

Quality in reading matter is a vital consideration in judging the value of a paper. Publications that are carefully edited may be expected to have a healthy circulation, since paid subscribers result from interesting and helpful material in the

ADVERTISING RATES

THE JOURNAL IS ISSUED ON SATURDAY OF EACH WEEK

TWO-COLUMN PAGES Size of Spaces in Inches	52 Times PER INS.	26 Times PER INS.	13 Times PER INS.	6 Times PER INS.	3 Times PER INS.	One Time
One Page (9½x9½)	$80.00	$84.00	$88.00	$92.00	$96.00	$100.00
Half Page (4½x9½) or (9¾x4½)	42.00	44.00	46.00	48.00	50.00	52.00
Quarter Page (2¼x9½) or (9¾x2½)	22.00	23.00	24.00	25.00	27.00	28.00
Eighth Page (1½x9½) or (2¼x4¾)	11.50	12.00	12.50	13.50	15.00	16.00
Sixteenth Page (1½x4¾)	6.00	6.25	6.75	7.50	8.50	10.00

THREE-COLUMN PAGES Size of Spaces in Inches	52 Times PER INS.	26 Times PER INS.	13 Times PER INS.	6 Times PER INS.	3 Times PER INS.	One Time
2/3 Page (4½x9½)	867.00	880.00	893.00	905.00	871.00	880.00
1/3 Page (2 1/16x9½) or (4½x4½)	89.75	82.50	84.00	86.00	88.00	44.00
Four Inches (2x4½) or (4x2¼)	14.25	14.65	15.00	16.00	17.00	22.00
Three Inches (1½x4½) or (3x2¼)	10.75	11.10	11.50	12.00	12.25	16.00
Two Inches (2x2¼) or (1x4½)	7.25	7.50	8.00	8.50	9.00	12.00
One Inch (1x2¼)	3.75	4.00	4.25	4.50	5.00	7.00

CASH DISCOUNT—A discount of 5% is allowed on display advertisements, if paid 15 days after insertion; otherwise 30 days net.

CLASSIFIED ADVERTISEMENTS—6 pt. Type—NO DISPLAY

For the following classifications the rate is $1.20 for 20 words or less. Additional words 3 cts. each.

WANTED — *Agencies, Architect, Business, Chemist, Lessons Taught, Partner, Partnership, Situation, Nurses' Location, Location, Books*

FOR SALE — *Apparatus, Practice, Equipment, Drug Stores*

FOR RENT — *Apparatus for Equipment, Sanitoria, Exchange, Miscellaneous*

For the following classifications the rate is $1.20 for 20 words or less. Additional words 5 cts. each.

Abbreviated Tr. Bch. for Nurses, Automobiles, Auto Accessories, Corrigenda, Collections, Educational, Medical Brokers, Nurses' Registry, Publication, Printers, Med. Manufacturers, Vacation Trips, Salesmen, Typewriters

Miscellaneous Commercial Advertisements

If replies are to be forwarded through this office, add 25c additional.

"A large volume of want business is a popular vote for the paper in which it appears."—*Printer's Ink.*

As a direct inexpensive method of communicating with the medical profession the classified columns of THE JOURNAL are very popular both with physicians and commercial firms.

No cash discount allowed on classified advertising.

(Page Three)

Rate card of Journal of American Medical Association put up in booklet form with rules and other information. Rate pages only are shown

FIG. 32

reading pages. A publication that to all appearances is carelessly edited, and contains little of real value to the reader in its field, will hardly have an adequate circulation; or, if its distribution seems sufficient, it may be assumed that the paper is not closely read by its subscribers, and that the results would not be such as to warrant the advertiser spending money for space. For these reasons, study of the editorial make-up of a

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technical or trade paper is advisable before deciding to spend money for advertising space in it.

36. Circulation statements are worth more at present than formerly. There are a number of organizations that specialize in auditing the books of publishers with reference to their sub-

HIDE AND LEATHER ADVERTISING RATES

Hide and Leather is a Weekly Newspaper for Manufacturers and Wholesalers of Shoes, Leather, Harness, Belting, Gloves, and All Leather Goods; for Machinery and Supply Houses; and for Packers, Dealers in Hides, Skins, Tallow, Grease, Furs, Wool, Shoe Findings, etc., Published by Jacobson Publishing Company, 136 West Lake Street, Chicago.

JANUARY 1, 1913

		SIX WEEKS		THREE MONTHS		SIX MONTHS		ONE YEAR	
	Single Issue	Six Issues	Per Week	13 Issues	Per Week	26 Issues	Per Week	52 Issues	Per Week
1 page	$50.00	$275	$45.84	$450	$34.62	$884	$34.00	$1612	$31.00
1-2 page	27.50	150	25.00	260	20.00	500	19.24	884	17.00
1-3 page	18.00	95	15.83	169	13.00	300	11.54	572	11.00
1-4 page	15.00	78	13.00	150	11.54	275	10.58	500	9.62
1-8 page	10.00	42	7.00	70	5.39	135	5.20	260	5.00
4 inches	8.00	30	5.00	60	4.62	110	4.24	208	4.00
3 inches	6.00	24	4.00	48	3.70	85	3.27	156	3.00
2 inches	4.00	18	3.00	36	2.77	60	2.31	104	2.00
1 inch	2.00	10	1.67	18	1.39	36	1.39	52	1.00

Advertisements on front cover inserted when space is vacant at double regular rates.
On back cover when space is vacant at 50 per cent additional on regular rates.
On page facing editorial 50 per cent additional on regular rates.
Every other week advertisements 10 per cent additional on regular rates.

	FULL PAGE	HALF PAGE	QUARTER PAGE	EIGHTH PAGE
Once per Month, One Year	$500.00	$275.00	$150.00	$100.00
One Month, Four Issues	191.00	105.00	55.00	35.00
Three Consecutive Insertions	145.00	82.00	40.00	27.00
Two Consecutive Insertions	98.00	50.00	27.50	18.00
One Time	50.00	27.50	15.00	10.00

Two-Page Tip—Colored Paper and Ink.

1 page of composition, 1 color of ink, colored paper	$ 90.00
1 page of composition, 2 colors of ink, colored or white paper	100.00
2 pages of composition, 1 color of ink, colored paper	120.00
2 pages of composition, 2 colors of ink, colored or white paper	130.00

Four-Page Tip.

2 pages of composition, 1 color of ink, colored paper	$150.00
2 pages of composition, 2 colors of ink, colored or white paper	160.00
4 pages of composition, 1 color of ink, colored paper	200.00
4 pages of composition, 2 colors of ink, colored or white paper	220.00

[SEE OTHER SIDE.]

FIG. 33

scribers, and a demand has grown up among advertisers for proof based on such an audit. Sworn statements of publishers, unless accompanied by independent examination of some sort, are usually not regarded as sufficient, though some papers, whose standing in the field is recognized, will not permit an audit of their circulation statements.

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37. Because of the growing appreciation of the value of advertising in good trade or technical publications more manufacturers are using them than formerly, either in place of or in connection with other mediums. Partly for this reason, advertising agencies are giving more attention to the trade and technical field, and are placing more business in publications of this character. The question of whether a publisher of a trade paper should pay a commission on advertising that is placed by an agent is one which has not been settled. Some of these publications pay no commissions under any circumstances; some pay when the agent creates the account, or places business which has not been running previously; and others pay on

HOTEL BULLETIN
Net Advertising Rates

PUBLISHED MONTHLY
ON THE 20th OF MONTH PRECEDING DATE
COPY MUST BE RECEIVED BY THE 10th
$2.00 PER ANNUM. 25 CENTS PER COPY

THESE RATES SUBJECT TO CHANGE WITHOUT NOTICE.

	One Month	Three Months	Six Months	Twelve Months
Whole Page 20 inches	$60.00	$120.00	$225.00	$400.00
Two-Thirds Page 30 inches	40.00	81.00	150.00	282.00
Half Page 15 inches	29.50	60.00	120.00	225.00
One-third Page 10 inches	22.00	45.00	81.00	150.00
Quarter Page 7½ inches	17.50	35.00	66.00	120.00
One-sixth Page 5 inches	12.00	25.00	60.00	100.00
Four inches	12.00	30.00	50.00	75.00
One-eighth Page 3¾ inches	10.00	21.00	36.00	66.00
Three inches	9.00	19.00	31.00	60.00
Two inches	6.00	15.00	25.00	45.00
One inch	4.00	10.00	15.00	30.00

(No special position guaranteed at these rates.)

Size of Page, 9 x 12; Type Size, 6½ x 10; three columns each 2½ x 10. Half Tone Paper. Covers in Two Colors.

COMMERCIAL PUBLISHING COMPANY
BEN P. BRANHAM, President
951 to 957 Insurance Exchange

Telephone Wabash 2594
Automatic 54584

CHICAGO

FIG. 34

all accounts placed by agents. The question of whether a commission is paid is becoming of less importance, however, as many agents have adopted the plan of making service charge for preparing and placing the advertising, the commission being based on the net cost of the space; so that if they receive a commission it is credited to the account of the advertiser.

Trade and technical publishers do not profit as much from the cooperation of the agent, valuable as this sometimes is, as do the newspaper and magazine publishers. In the first place, they are close to their fields and usually solicit their advertising prospects direct; whereas, most of the accounts placed in

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newspapers and magazines by agents constitute business that is not regularly solicited by the publication. Next, the publisher usually knows more about conditions in his field than the agent—unless the latter is exceptionally well posted—and the agent's copy is not always so efficient as it should be, because of lack of information. Many publishers prefer to give their advertisers copy service, so as to get maximum results, rather than have the agent prepare copy. On the other hand, the tendency of late has been in favor of charging the advertiser for this service instead of rendering it gratis.

38. The cost of space in trade and technical papers is higher, on a unit basis, than in newspapers and magazines, due

THE BLACK DIAMOND COMPANY (Inc.)

Main Office.....Manhattan Building, Chicago
Eastern Office.....29 Broadway, New York
Pittsburgh.....Oliver Building
Philadelphia.....Land Title Building

NET ADVERTISING RATES.

52 inches,	1 inch, each issue	$1.45	per	inch.
104 inches,	2 inches, each issue	1.35	"	"
156 inches,	1/12 page, 3 inches, each issue	1.25	"	"
208 inches,	4 inches, each issue	1.20	"	"
260 inches,	5 inches, each issue	1.15	"	"
312 inches,	1/6 page, 6 inches, each issue	1.10	"	"
468 inches,	9 inches, each issue	1.05	"	"
624 inches,	1/4 page, 12 inches, each issue	.95	"	"
1248 inches,	1/2 page, 24 inches, each issue	.90	"	"
1862 inches,	3/4 page, 36 inches, each issue	.85	"	"
2496 inches,	1 page, 48 inches, each issue	.75	"	"
Less than 52 inches in one year		1.65	"	"

SPECIAL POSITIONS.

Inside cover pages, 50 per cent above regular rates; top of page, 10 per cent above regular rates.

The size of advertising page is 12 inches deep and 9 inches wide; 12 inches to the column and 4 columns to the page; width of column, 2¼ inches.

Copy should be in publication office one week in advance of date of issue.

FIG. 35

in part to the increased buying capacity of the average reader. A merchant handling clothing, for instance, buys thousands of dollars' worth in a season, while an ordinary individual spends less than $100 in the same period. Similarly, a user of machinery must expend a large sum for his equipment, whereas only a few such users are to be found in the lists of subscribers of publications of general circulation. This means that the manufacturer of machinery can use trade and technical papers with little waste circulation, and this saving justifies a higher

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rate than he would pay for circulation in a general medium. Ten dollars per thousand of circulation per page is about the average rate charged for trade- and technical-publication space, though this is not a set figure.

Typical trade- and technical-publication rate cards are shown in Figs. 31 to 35, inclusive.

39. Formerly few technical and trade advertisers that used space in no other publications had advertising departments. Now every manufacturer of importance is likely to have such an extensive list of publications in which he advertises as to warrant a well-organized department devoted to the publicity work. This means that the opportunity for the well-qualified man in this department of advertising is greater than ever, while the service departments of publishers and the technical departments of advertising agencies likewise are seeking good men for positions demanding a knowledge of methods and mediums in the trade and technical field. It is reasonable to suppose that the development which has been going on in trade and technical advertising will be continued, and this will mean a still further expansion of opportunity for the advertising man in this field.

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MAIL-ORDER ADVERTISING

ADVERTISING FOR MAIL-ORDER BUSINESS

PRINCIPLES AND CLASSIFICATIONS

1. Definition.—Mail-order advertising is that branch of advertising which attempts to make complete sales by means of negotiations carried on through the mails. It is a very important branch of sales publicity and is perhaps the most difficult, because the sale of the advertised article must be made without personal contact of the seller with the buyer.

In preparing mail-order copy, the advertiser must make his appeal so skilfully as to compel the attention, hold the interest, and gain the confidence of persons of different temperamental characteristics. The copy must be clear in meaning and so forceful as to impel action on the part of the buyer and result either in the consummation of the sale direct from the advertising or in a request for further information about the advertised article.

2. Classes of Mail-Order Advertisers.—The different kinds of mail-order advertisers may be classified as follows: (1) *Exclusively mail-order advertisers,* who sell their goods direct by mail only, as the result of various forms of advertising; (2) *semi-mail-order advertisers,* who sell direct by mail or through local retail stores, as the result of advertising; (3) *limited mail-order advertisers,* such as department stores or other retailers—or wholesalers—who use the mail-order plan as an auxiliary to their sales systems.

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3. Exclusively Mail-Order Advertisers.—In the class of exclusively mail-order advertisers are included dealers of various kinds, from those that handle a single specialty, as red cedar chests, for instance, to those who sell almost every commodity on the market. One great exclusively mail-order house, selling direct to consumers, handles everything from a needle to a modern living house or a barn; these houses and barns are made with their separate parts accurately cut and shaped, and are shipped in pieces which require merely putting together and nailing by the purchaser, no cutting or measuring being necessary. These buildings are also sold on easy payments and the seller actually offers to lend money to help build them.

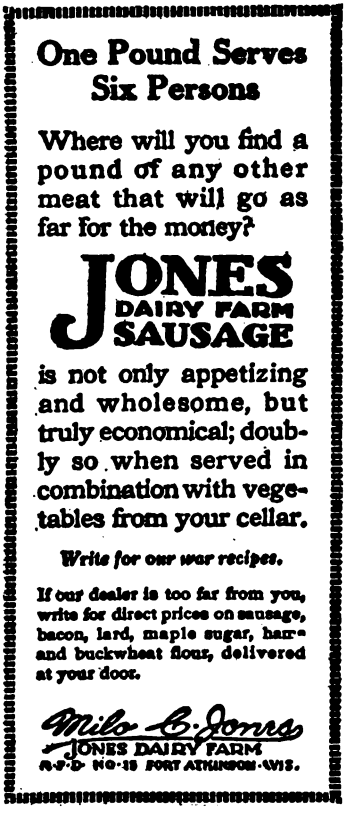

Fig. 1

Concerns of this character sell largely to people on farms and in small towns, but even in large cities they have many customers. The volume of business done by several establishments of this kind is tremendous. There are also wholesale houses that sell direct to dealers only, through the catalog and mail-order system, entirely without the services of traveling salesmen.

4. Semi-Mail-Order Advertisers.—Concerns that advertise for mail orders direct, but also sell through local dealers, may be classed as semi-mail-order advertisers. Such advertisers sell to local retailers or agents at wholesale prices;

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but to supply the public where the advertised goods are not on convenient sale they offer to sell direct to the consumer by mail at the retail price. It is obvious that the semi-mail-order advertiser, when selling direct to the consumer, must not make his price lower than would reasonably be asked by the local retail dealer or agent handling his goods.

A dairy farm in Wisconsin has built up a big business in sausage on this plan. It advertises in magazines and daily newspapers, offering to ship direct if the local dealer is too far away. Fig. 1 is a reproduction of one of the advertisements used. Fig. 2 is a reproduction of a retail dealer's advertisement in his local newspaper, in which he features "Jones Dairy Farm Sausages," thus tapping the manufacturer's national advertising. Manufacturers usually furnish electros free to retailers that advertise their product in the local newspapers.

Fig. 2

Many who have started in exclusively mail-order selling have found it advantageous to connect with retailers where possible.

5. Many manufacturers and wholesale houses, selling their merchandise through traveling salesmen, have organized mail-order departments from which they send comprehensive catalogs to dealers and sell also by the mail-order system. The function of such a mail-order department is to get inquiries from dealers and to obtain new customers or prospective customers to be developed by the traveling salesmen later, and also to offer the trade convenient facilities of filling in depleted assortments and replenishing stocks at all times.

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6. Limited Mail-Order Advertisers.—Concerns that sell chiefly through salespeople but use the mail-order system of selling as an auxiliary, are classed as limited mail-order advertisers. These concerns include practically every great department store and many specialty shops, such as men's and boys' outfitters, women's ready-to-wear stores, jewelers, dry cleaners, and other lines of business in the big cities. Many of the larger of these concerns have thoroughly organized mail-order departments. The big department stores usually have their mail-order departments in charge of special managers, assisted by a corps of trained clerks. The volume of mail-order business done by many local retailers is great; in fact, some large retail establishments in big cities do a mail-order business that is national in scope. A mail-order department requires careful organization and not all have proved successful.

Since the advent of the parcel post, mail-order traffic has received a great stimulus. The parcel post delivers packages wherever the mails go, and millions of people, especially in small towns and farming sections, now trade by mail with stores in the large cities. Farmers and truckers have met with some measure of success in selling special products by mail through the parcel post. Dry cleaners, in large cities, have worked up a good out-of-town mail-order business. An attractive feature in their newspaper advertisements in some cases is the incorporation of a line or two explaining that they will pay return express or parcel-post charges on all out-of-town orders of a certain amount or over.

In fact, out-of-town trade that can be secured through mail orders offers a most inviting field to retailers in many lines of business. This opportunity to increase sales is, however, frequently overlooked and neglected.

Limited mail-order dealers handling a general line of goods, unless located in New York City or Chicago where depleted stocks can be quickly replenished, should not seek general mail-order business too far from home. They usually will find it advisable to confine their efforts within a radius of 300 or 400 miles or less. In case of exceptional specialties, however,

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these limitations may not apply. For instance, a candy retailer located in a fruit section of California might make a specialty of candied or glacé fruits and because of his favorable location possibly sell successfully over a wide territory, perhaps the entire country.

A hat dealer in Texas was successful, for a time at least, in marketing by mail a cowboy-style hat that appealed to a certain class of trade.

POSSIBILITIES OF THE MAIL-ORDER BUSINESS

7. Advantages of Mail-Order Plan.—Theoretically the mail-order advertiser has the civilized world for his field. Wherever the mails go, he can make his appeal to persons that should be interested in his goods; practically, the cost due to distance, and the length of time necessary to send for and receive goods, place limitations on the business. His relations with customers are direct. If he is a manufacturer, he has a powerful argument in the "from-factory-to-customer" idea. He can manage his business in accordance with his own policies, for he has it all within his grasp. The entire profit on the sale comes to him, and he does not have to divide it with the agent or a retailer.

The business is usually on a cash basis, and is never so seriously affected by bad weather as is a retail business. The plan gives the retail store and the department store an opportunity to do much business that would not otherwise come to them, and it provides for the manufacturer a means by which he may supply the needs of the retailer that arise between the visits of the manufacturer's salesmen and also a chance to reach consumers so located that they cannot go to the retailer's store.

It is possible to get quick results by using the mail-order plan —to see in a short time whether or not a selling plan is likely to be successful. Large campaigns may be carried out speedily. In a few instances it is possible to get along with little stock and small capital.

8. Disadvantages of Mail-Order Plan.—The manufacturer that attempts to sell direct to consumers everywhere,

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becomes a competitor of the retailer and loses his cooperation. In the case of an article like a typewriter the retailer's cooperation amounts to little, for the users of such articles ordinarily prefer to buy direct from the manufacturer, but if the article is a soap or a special brand of coffee, in many cases the advertiser will create a demand, the interested reader will go to a local store to find the article, and, failing to do so, will be persuaded to buy a substitute. The retailer has such a hold on local trade that it is sometimes folly to try to market a product without his cooperation. A candy manufacturer, for example, is practically forced to sell his goods through retail stores. His product may be better than most candies, but there are so many kinds of candy in the market that he cannot hope to compete with retailers. His goods would have to be of an extraordinary nature before he could conduct a successful mail-order business.

Even in the field of specialties, some mail-order advertisers have eventually found it advantageous to sell their goods wholly or to some extent through retailers. Instances of this kind are found in the case of a well-known felt mattress and that of an equally famous dollar watch.

9. Need of Caution.—Although numerous mail-order houses that have risen from a very modest beginning have built up gigantic organizations and accumulated great wealth, these successes must not lead the person of limited means to think he can start a mail-order business with assurance of wealth, especially if he is inexperienced in the mail-order field. The mail-order industry has reached a stage of great development; and to sell successfully by mail usually requires considerable capital for advertising, office organization, etc.

Because the exclusively mail-order business is so complex, requiring capital, years of intensive experience, and great advertising skill, it is usually inadvisable to attempt to enter the field in competition with the great mail-order houses which are so largely capitalized, highly organized, and firmly established. Success, of course, is possible but only under very exceptional conditions.

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To succeed nowadays, the mail-order beginner with small capital must have an unusual article, one on which there is a large profit, and yet one that is very attractive and not readily, if at all, obtainable elsewhere by the prospective buyers.

Any one considering starting in a small way must remember that mail-order business is exceedingly difficult and that the beginner should not risk more than he can afford to lose. Usually he should have some other business as a means of support until he proves the possibility of the new venture.

10. Opportunities in Limited Mail-Order Field. A great and fertile field that is still open to further development along lines of least resistance, is the limited mail-order field, which is open to department stores and other retail stores in practically every line. With small additional expense a great deal of business from out-of-town territory can be developed on the mail-order plan. Because of its possibilities this field is enlarged upon here.

The advantages to a retail store in conducting an efficiently managed mail-order department are that it provides: (1) A sales-creating organization for bringing orders through the mails; and (2) a sales-increasing organization to draw out-of-town purchasers into the store when in the city.

MEDIUMS USED IN MAIL-ORDER ADVERTISING

11. The various mediums through which mail-order advertising is carried on include: Magazines, both general and mail-order; newspapers to some extent; and direct-mail advertising matter. Often two or more of these forms of advertising are combined.

The characteristics and purposes of the various mediums have been treated in the Section on *Mediums,* but a word of explanation is added here.

General magazines, including women's publications, carry a great variety of advertising much of which is of the mail-order variety, mostly of the higher class. Some of them, especially the business publications like *System,* contain classified mail-

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order advertisements, largely those offering service for sale. Mail-order magazines, so called, carry a large volume of strictly mail-order advertising, although they also contain a limited amount of general-publicity advertising. Some mail-order publications seem to be published almost exclusively to get mail-order advertisements and are not of a very high class, many of them accepting advertising of a doubtful nature.

Much of the advertising in a great many of the mail-order magazines is of a rather cheap class of goods, though some of the better classes of goods also are advertised in them. Farm journals are in a class that, in the character of advertising carried, is perhaps midway between the general publications and the cheaper mail-order papers. Some of the farm papers rank quite high and others approach closely to the cheaper mail-order publications. Newspapers have a rather limited use in mail-order advertising, but the large-city papers carry a considerable amount of classified advertising that is mail-order in its nature.

Direct advertising has already been treated upon in the Section of that name, therefore it is only necessary to say here that while it is used alone to some extent, its larger use is probably as a support to other forms of advertising.

HOW TO COMPILE MAIL-ORDER LISTS

12. An important factor in the creating of mail-order sales, especially in the limited mail-order field, is a list of prospective customers. The preparation of such lists has been treated on in the Section on *Direct Advertising,* but, because of the close relation of mail lists to the mail-order business, further consideration will be given them here.

There are companies that compile and sell lists, but such lists are usually unproductive because they are not specialized closely enough to be suited to the particular business in which they are to be used. It is evident, for example, that a list of book lovers would not necessarily be a profitable list for use by a clothing dealer. Therefore, lists must be compiled to fit the special requirements of each business.

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13. Methods of Obtaining Lists.—Some of the methods successfully used in obtaining lists are as follows:

1. Systematically consulting the local newspapers that carry summaries of social and society events and personal-mention columns, and selecting the names from these. For such purpose it may be advisable to subscribe for the various papers published in a particular territory. This source of lists is better adapted to country districts than to the larger cities where definite street addresses are always necessary.

2. Writing to some woman or man who is widely acquainted with the people of the towns in territory it is desired to reach, and offering her (or him) a desirable gift in exchange for a stipulated number of names of people in that locality who would be suitable prospects for the goods that are to be sold.

Names of men or women who would be likely to supply such lists often can be obtained by writing to the postmaster, town clerk, or other officials in the respective communities; indeed, they themselves may be willing to furnish names of prospects.

3. Writing to the cashier of one of the banks in each town from which you desire a list, courteously asking him for a stipulated number of names, and offering to send him a useful gift article in return for the kindness. A clothier, for instance, could tactfully offer a silk cravat as a token of appreciation for the furnishing of such a list.

4. There are other ways of getting names, such as writing to clubs, societies, schools, etc.; or looking up city directories and telephone books; also asking out-of-town customers who call at the store, for names of people of their home town. The latter method is considered a very good one.

Experience seems to indicate that indiscriminate lists of property owners and taxpayers, which are sometimes used by mail-order houses, do not prove worth while, as a rule.

Mail-order houses sometimes secure lists by advertising in newspapers or standard magazines, and offering to mail a catalog on request. Many newspapers in smaller towns decline to accept such advertisements from mail-order houses because they desire to protect the home stores against outside competition.

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Department and other retail stores in large cities get many orders direct from their advertisements in the big city newspapers which have a circulation in the surrounding territory. These customers, of course, are tabulated in the regular mail-order list of the store.

14. Classifying Mail-Order Lists.—General lists for direct-by-mail advertising of department and other retail stores and mail-order concerns may frequently be subdivided as follows: Professional men, business men, workmen, farmers, hotel or boarding-house keepers, housewives, etc.

This subdivision will enable the advertiser to make an intelligent appeal and to offer suitable merchandise to the prospects of the various classifications.

15. Specializing Mail-Order Lists.—General mail-order lists usually can be specialized in a more detailed way. Such specialized lists, however, can be obtained only as a result of close checking of orders that have come in. In stores where there is an established mail-order department, past sales records should be used in compiling highly specialized lists, indicating the classification of purchasers, as along lines similar to the following: Owners of automobiles, owners of phonographs, owners of kodaks, sportsmen, patrons of art, school teachers, book lovers, women who do needlework, heads of families with children, etc.

A certain large department store has in use in its mail-order department a card system by which it keeps trace of the growth of children in families and is thus enabled to make an intelligent appeal to parents of those within certain ages. Another record is kept of sizes, styles, and prices on men's and women's shoes, by which means out-of-town patrons are successfully fitted in footwear suitable to their taste. Similar records may be kept of other articles; for instance, women's ready-to-wear goods, men's clothing, furnishings, etc. By use of these special lists circular matter may be sent at the beginning of each season or whenever specially suitable or specially priced merchandise is placed on sale.

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Such highly specialized lists make possible intensive direct-by-mail advertising and are the basis for an intelligent and timely appeal. The owner of an automobile is always a live prospect for automobile supplies and accessories; the owner of a phonograph is a good prospect for new records; likewise the other classified patrons are receptive to appeals indicated by the various classifications under which they are properly listed.

16. Revision of Lists.—All mail-order lists should be kept constantly revised so as to avoid waste of postage and to keep costs of stationery and incidentals down to a minimum. Deaths or removals of addressees necessitate elimination of names from lists, therefore the return address of the advertisers should be on the envelope of all literature sent out as first-class mail matter; and on third- or fourth-class matter there should be, in customary form, printed request for postmaster to notify sender (advertiser) of non-delivery and the information that the sender guarantees return postage.

CATALOGS AND OTHER SALES LITERATURE

17. Forms of Catalogs.—The nature and extent of a mail-order business determine the form in which the advertising literature should be prepared. The great mail-order houses in New York City and Chicago find it profitable to issue large general catalogs that list a great variety of goods suited to the needs of various people living at great distances. As New York and Chicago are the greatest wholesale centers of the country, such firms are able to replenish broken assortments and keep their stocks complete, thus being able to supply to their customers the goods quoted in their catalog for a considerable length of time after its issue.

Advertisers located in other cities where such facilities are not available find it advisable in preparing their advertising literature to make one catalog that shall contain descriptions and prices of staple goods—that is, those that are bought in large quantities or that can always be obtained at short notice—and to issue special literature for various kinds of merchan-

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dise that are bought in limited quantities and which it might be difficult to supply after the original stock is exhausted.

The special literature in such cases will take whatever form seems suitable, such as booklets, circular letters, price lists, or mailing cards. Fig. 3 illustrates a price list sent out by a department store offering to mail sample swatches on request. It produced an excellent amount of sales for the dress goods department.

HERE ARE THE DESIRABLE FABRICS FOR THE SPRING AND SUMMER SEASON

DEAR MADAM:

¶ We appreciate your interest in the new fabrics of the Spring and Summer Season. The list on the attached card gives you the colors, widths, and prices to be had from our recently-purchased assortment.

¶ In answering, check the material desired, and we will be pleased to send samples.

Here the card is perforated

Please send me samples of Dress Goods, indicated by checks below:

MATERIAL	COLOR	WIDTHS Inches	USES	PRICES Yard
Cotton Suiting	Checks, plaids, and stripes	36 and 47	For separate skirts, and sport coats	89c and $1.50
Voiles	Full range of colors	28 to 41	For street and party dresses	10c to 45c
Chimona Nainsook	Plain and stripes	39	For sheer underwear	45c

FIG. 3

The prospect's name is already on the reverse side of the card, as it was used in addressing her. It is not necessary for her even to sign her name; she detaches checked portion of card and encloses it in an envelope

18. Other Sales Literature.—In addition to the catalog, the following literature may be used in promoting sales in the mail-order department:

1. Package inserts, descriptive of merchandise in stock.
2. Reprints from newspaper advertisements; to be enclosed in packages going out.
3. Manufacturers' booklets or folders, usually supplied without cost to the store for the purpose of pushing the par-

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ticular manufacturer's line. Some may be put in packages; some may be mailed.

4. Samples of merchandise, with price list and explanatory multigraphed letter; to be mailed to prospects.

5. Inserts descriptive of merchandise, or folders containing store-policy talks, may be enclosed with bills.

6. A very effective method is to send advance proofs of newspaper advertisements of special sales to out-of-town prospects, to reach them a day or two before sale opens. This enables patrons in adjacent territory to send mail orders before assortments may have been broken.

7. Follow-up letters should be sent to customers and "live" prospects, even when not active buyers.

8. Price lists, booklets, and leaflets, descriptive of merchandise, should be mailed to out-of-town prospects at the beginning of each season. Such literature describing seasonable merchandise also may frequently be mailed with effect preceding Easter and the Christmas holidays. The latest editions of catalogs that are expensively gotten up should be mailed regularly only to active customers. To former customers and prospects, however, a well-worded form letter offering the catalog should be sent. In this way waste is avoided.

FOLLOW-UP LETTERS AND LITERATURE

19. For articles that are not likely to be ordered by the consumer direct from the advertisement, it is customary to send the inquirer descriptive literature in the shape of a catalog, booklet, or folder, accompanied by a well-worded form letter. If this letter does not bring a response within a certain period then a series of follow-up letters is sent. Occasionally only one need be used. The number of follow-up letters depends on the nature of the article.

Records of such letters and literature with dates of mailing, and of replies that may come in, should be kept in card files.

On a low-priced article it is generally best to try to make the advertisement bring an order so as to avoid the expense of correspondence. But on a medium-priced or high-priced

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article the advertising nearly always is meant merely to create keen interest, leaving the sale to be made through the letters and literature sent in answer to the inquiry.

ANALYZING A MAIL-ORDER PROPOSITION

20. A mail-order business, whether it be a department in a retail store or an exclusively mail-order concern, should be conducted on a carefully thought out plan. Because every line of mail-order business has peculiarities of its own, it is not safe to assume that a method that has given satisfactory results in one case can be successfully applied to another in which conditions are somewhat different. Therefore, in planning any mail-order campaign it is necessary to analyze the proposition thoroughly.

In analyzing a proposed campaign it is necessary to determine: (1) Whether the article can be profitably sold by mail; (2) in what territory it is likely to find its best market; (3) what shall be the selling plan; (4) through what mediums it shall be advertised; (5) what size and style of copy shall be used.

21. The following analysis of the case of the mail-order sale of red cedar chests is an illustration.

Red cedar chests, used for storing articles that require protection from moths, serve a useful purpose throughout the United States, and with a reasonable profit can be sold at prices ranging from $15 to $50. Hence it should be possible to sell them by mail. In the large cities such chests are on sale in the stores, but not usually in the smaller cities and towns. Therefore it is obvious that the large cities will furnish a poor market for the sale of red cedar chests by mail-order advertising because the customer can more conveniently purchase them from the local dealer. For this reason it will be advisable to concentrate the sales efforts on the small towns and rural communities.

The selling plan will require the use of magazine advertisements to get in touch with customers, but as a considerable

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sum of money is involved in each sale, the consummation of the sale must depend largely on the use of a good catalog and effective sales letters. As the mail-order dealer in this case will be entirely unknown to most of the widely scattered customers, the chests will be sold for cash with the order, but a guarantee will be given to refund the price and all transportation charges if for any reason whatever the chest is not satisfactory to the customer when he receives it.

The next step is to select magazines that have their principal circulation in the smaller towns and the rural districts rather than in the big cities; thus waste of circulation is avoided. The advertising department of any standard magazine is expected to furnish the advertiser with the information as to where its circulation is distributed.

Of utmost importance is the use of advertising copy of proper style and size. The style will vary with each individual writer and the size depends upon various conditions. In the case of red cedar chests experience has shown that small advertisements are more profitable than large ones, because they produce inquiries at a lower cost per inquiry. For example, a large advertisement that costs $600 and brings 900 inquiries at an average cost of 66⅔ cents per inquiry is proportionately less profitable than a small advertisement that costs $100 and brings 300 inquiries at a cost of 33⅓ cents each. In other words, six small advertisements in six different magazines at a total cost of $600 and bringing approximately 1,800 inquiries would be much more profitable than one $600 advertisement bringing only 900 inquiries. It should not be inferred, however, that small advertisements would be more profitable for some other article or for different conditions. In many cases only a test will determine.

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SELLING PLANS

METHODS OF OBTAINING PAYMENT

22. The most common selling plan requires cash with the order, with the understanding that the goods may be returned and that the money will be refunded if they are not satisfactory.

The C. O. D. plan, by which, either with or without a small deposit, goods are sent by express or parcel post to be paid for on delivery, is also commonly used.

In some cases, on receipt of a small payment, goods are sent, charges prepaid, and the consumer has the privilege of examining and using them for a limited time (say one or two weeks); then, if the goods are satisfactory, he is to complete the payment—sometimes in weekly or monthly instalments—and it is agreed that if he is not satisfied he may return the goods and his deposit will be refunded; in some cases, even, the goods are sent upon request without a deposit and are to be paid for only after trial. This method is especially adapted to the sale of comparatively high-priced goods appealing to business men and others of standing in the community. In making such offers some advertisers ask that the customer write on his own business stationery, the mere possession of which would imply a certain degree of standing. In many cases the advertisement coupon or the order form which the customer signs when ordering contains a promise to pay for the goods or to return them within a specified time. When reasonable judgment is used in accepting such orders, very few cases will be found where the customer fails to pay for the goods or to return them, and experience has shown that the amount of those returned is proportionately so small that the expense due to this cause is more than offset by additional business resulting from the plan.

Another method often applied where the amount of the sale is considerable is for the customer to deposit the price of the order in his local bank, with the agreement that the bank shall

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forward the money if upon arrival and inspection the goods are accepted. The manner in which this plan is operated is illustrated further on in Fig. 32, Offer No. 3.

23. When goods are sent on credit and the advertiser desires information as to the purchaser's financial responsibility, such information is best sought from the banks in the customer's home town. It is not advisable to seek this information from local merchants, as they are sometimes unwilling to express themselves on the subject for the reason that the party under investigation may be a customer of theirs or may be in a position to influence trade to the local merchant's store.

Agents Wanted

Don't Worry About The High Cost Of Living! If you need more money, write us today. We have helped hundreds of inexperienced men and women into business for themselves with our gigantic household necessity lines, and can help You. No capital required. Outfit Free! Write immediately! Costello Mfg. Co., 304-Ewing, St. Louis, Mo.

The Improved Simplex Lighter Does Away With matches. No flint or mechanical parts to get out of order. Lights stove or jet by merely coming in contact with flowing gas. Demonstrated at our factory daily.. Call or write. Automatic Gas Appliance Co., Inc., 27 E. 14th St., N. Y.

Large Manufacturer Wants Agents To Sell Custom-made Raincoats. Deliver direct to customer. Prices defy competition. 1917 outfit free. Enormous profits. Every coat guaranteed waterproof. Am.-Europ. Raincoat Co., Desk C, 175 E. Broadway, New York.

Agents—We Have One Of The Best Paying agency propositions in the U. S. If you are not making as much as $100 a month write to Novelty Cutlery Co., 40 Bar St., Canton, O.

Agents: Sell Rich Looking 36x68 Rugs At 98c each; my representatives making fine money. You can do as well. Write for exclusive territory and sample offer. Sample prepaid, 98c. E. Condon, Importer, Stonington, Me.

Live-Wire Agents Wanted To Handle High-Grade, guaranteed line of raincoats. New 1917 Outfit free. Quick sellers. Exclusive territory assigned to competent men and women. Snell Coat Co., 1 Union Square, New York.

Get Davis' Latest Proposition. Best Yet. No Matter how often you have answered my advertisements in last 20 years get my 1917 "Prosperity Offer." E. M. Davis, Dept. 61, 900 Lake, Chicago.

Agents: Make Real Money This Year: Sell Our wonderful luminous articles. They Shine in the Dark. Crucifixes, Bulbs, etc. Startling! Everlasting! Mysterious! Pioneer Corporation, 1268 West 63d Street, Chicago.

Free Sample With Particulars. No Splashing water strainers. Easy seller. Returns big. Experience unnecessary. F. F. Union Filter Co., N. Y.

Agents—Sell Raincoats. No Money In Advance. We deliver and collect. Write at once for 1917 outfit, free. Buckeye Mfg. Co., T Lincoln Bldg., N.Y.C.

FIG. 4

24. For the smaller businesses, especially in the limited mail-order field, various adaptations are made of the methods just described, to fit the advertiser's local conditions. For example, one firm selling men's and boys' clothing at retail has built up a large out-of-town business by offering to send goods C. O. D., charges prepaid, with privilege of examination, or to send them on open account if customers have credit at the store, and if

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goods are not satisfactory they may be returned at the store's expense.

25. Selling Through Agents.—Another plan used for selling a great variety of goods, from low-priced novelties and staple goods to comparatively high-priced specialties such as raincoats and other articles of clothing, etc., is by means of agents. In some cases the goods are sold by mail direct to the agent who delivers them to the customer. In the case of the more expensive goods, the agent often sells by sample or catalog and gets from the customer a payment equal to the agent's commission; the order is then forwarded to the dealer or manufacturer, who ships the goods direct to the customer by mail or express with a C. O. D. charge for the balance due. There are, of course, many variations of these plans to suit individual lines of business.

WOMEN EARN GOOD PAY

selling our high-grade flavoring extracts. Goods sell themselves One Iowa woman made $80 last month; an Indiana woman makes $75 a month. Anybody can do the work. No experience nor capital necessary. Just show goods to your neighbors. We want a representative in your community. Write today for interesting particulars. NAT'L FLAVORING EXTRACT CO., Dept. E, Meriden, Conn.

FIG. 5

An effective way to secure agents is through the classified Want Advertisements or by the use of small display advertisements in the newspapers and magazines. Fig. 4 shows typical Agents-Wanted advertisements and Fig. 5 is a reproduction of a display advertisement for the same purpose.

BUSINESS-STIMULATING METHODS

26. Bargain Bulletins.—A business-stimulating plan suitable for an exclusively mail-order house selling a general line of merchandise is to have special sales monthly or at other intervals, and to mail out folders descriptive of bargains offered at such sales.

27. Cooperation of Customers.—The advertiser can, by effective form-letter solicitation, often secure from customers the names of other buyers or prospective buyers of the kind of goods he sells. By offering a gift in the shape of a use-

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ORDER BLANK OF

SEARS, ROEBUCK AND CO. CHICAGO

Your Money Including Any Transportation Charges You Paid Will Be Immediately Returned to You for Any Goods Not Perfectly Satisfactory.

STATE HOW YOU WANT GOODS SHIPPED BY PLACING AN X IN PROPER SQUARE BELOW.

Parcel Post ☐

Always allow sufficient money to cover parcel post charges. Weight of packages can be easily figured from the weights given in the catalog descriptions. Knowing the weight and the parcel post zone in which your postoffice is located, measuring from Chicago you can easily figure the amount of charges required by referring to the parcel post page in our big General Catalog.

Freight ☐

Prepaid Freight ☐

Express ☐

IF THERE IS NO FREIGHT AGENT at your shipping point you must send money to prepay freight charges. If there is an agent you can pay the freight when shipment reaches you. It is only necessary to prepay when there is no agent at your station.

HOW TO SEND MONEY. The best and safest ways to send money are by Postoffice Money Order, Express Money Order, Bank Draft or Check.

DO NOT SEND COIN; It is liable to break through the envelope and be lost. If absolutely necessary to send coin BE SURE to wrap it in strong paper before putting it in the envelope, and then send by REGISTERED MAIL.

FOR INFORMATION ABOUT FREIGHT AND EXPRESS RATES, how to send money, methods of shipment, and other information, see pages 874, 896, 897 and 898 of this catalog.

DO NOT WRITE IN THIS SPACE

SIGN FULL NAME.

Date..... 191....

Name .....

Postoffice .....

R. F. D. No..... Box No..... State.....

Street and No.....

GIVE SHIPPING POINT IF DIFFERENT FROM POSTOFFICE.

Name .....
(Give name here only when shipment is to be made to another party. If to yourself leave space blank.)

Shipping Point.....

County..... State.....

Railroad Co..... Express Co.....

STATE TOTAL AMOUNT OF MONEY SENT WITH THIS ORDER	DOLLARS	CENTS

Please give name of HEAD OF HOUSEHOLD to prevent mistakes and to simplify the keeping of our records.

Name.....

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				Sizes, Colors, Etc.				
				Sizes, Colors, Etc.				
				Sizes, Colors, Etc.				
				Sizes, Colors, Etc.				
				Sizes, Colors, Etc.				
				Sizes, Colors, Etc.				
				Sizes, Colors, Etc.				
				Sizes, Colors, Etc.				
				Sizes, Colors, Etc.				
				Sizes, Colors, Etc.				
				Sizes, Colors, Etc.				
				Sizes, Colors, Etc.				
				Sizes, Colors, Etc.				
				Sizes, Colors, Etc.				
				Sizes, Colors, Etc.				
				Sizes, Colors, Etc.				
				Sizes, Colors, Etc.				
				Sizes, Colors, Etc.				

IF YOU DO NOT USE THIS ORDER BLANK AT ONCE, PRESERVE IT FOR FUTURE USE.
103K.Rev.7.26.17

HAVE YOU STATED SIZE AND COLOR?

(OVER)

IF YOU DO NOT USE THIS ORDER BLANK AT ONCE, PRESERVE IT FOR FUTURE USE.

FIG. 11

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The "NATIONAL'S" Simple Order Blank

National Cloak and Suit Company,
Seventh Avenue, 24th and 25th Sts., New York City.

REFERENCES:
Garfield National Bank of New York or any other National Bank in the United States.

I send you this order with the understanding that if I am not completely satisfied in every way, I can return the goods and you will exchange them for other merchandise; or you will refund my money, whichever I prefer.

Name Mr. / Mrs. / Miss .....
(Write name and address very plainly. If you are a married woman please use your husband's full name.)

House Number ..... Street or Avenue ..... R. F. D. No. ..... Box No. .....

Town ..... State .....
(Write here the name of your post office very plainly.) (Write name of State in full.)

Please give the name of HEAD OF HOUSEHOLD to simplify the keeping of our records .....

Remit by Post Office Money Order, Express Money Order, Bank Draft or Check, made payable to the National Cloak and Suit Company, New York, N. Y.

If you send cash, enclose it with your order in a strong envelope and be sure to have it registered.

Enclosed find	Dollars	Cents
For Order		
For Postage		
Total Remittance		

PLEASE DO NOT WRITE HERE

Read on the Other Side of this Blank HOW TO TAKE YOUR MEASUREMENTS

In ordering Clothing for *Men and Young Men*, write measurements carefully in the spaces provided on the *other side* of this Order Blank.

STYLE NO.	HOW MANY	COLOR	BUST OR SIZE	WAIST	LENGTH	HIP	ARTICLE	Enter here any OTHER INFORMATION asked for in descriptions.	PRICE		Postage
									Dollars	Cents	Cents
Style No.		Color	Bust or Size	Waist	Length	Hip					
Style No.		Color	Bust or Size	Waist	Length	Hip					
Style No.		Color	Bust or Size	Waist	Length	Hip					
Style No.		Color	Bust or Size	Waist	Length	Hip					

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Style No.		Color	Bust or Size	Waist	Length	Hip					
Style No.		Color	Bust or Size	Waist	Length	Hip					
Style No.		Color	Bust or Size	Waist	Length	Hip					
Style No.		Color	Bust or Size	Waist	Length	Hip					
Style No.		Color	Bust or Size	Waist	Length	Hip					
Style No.		Color	Bust or Size	Waist	Length	Hip					
Style No.		Color	Bust or Size	Waist	Length	Hip					
Style No.		Color	Bust or Size	Waist	Length	Hip					
Style No.		Color	Bust or Size	Waist	Length	Hip					
Style No.		Color	Bust or Size	Waist	Length	Hip					
Style No.		Color	Bust or Size	Waist	Length	Hip					
Style No.		Color	Bust or Size	Waist	Length	Hip					

BE VERY SURE TO GIVE

SIZES and COLORS

Make sure the amount of money you send with order includes all postage charges. You will find the amount of postage for each item clearly stated in each description. Of course, we will return this postage money on any articles you do not keep.

TOTAL

Be sure your remittance includes all postage charges.

Copyright, 1917, by the National Cloak and Suit Company. All rights reserved.

FIG. 12

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Messrs. B. Altman & Co.

_____ 191

FIFTH AVENUE, MADISON AVENUE, 34TH AND 35TH STREETS
NEW YORK

Book of Styles No. 117

Please forward to M_____

Patrons are requested to use Prefix Mr., Mrs. or Miss. A married woman should use her husband's initials

AMOUNT ENCLOSED

Address: Street and No._____ P. O. Order $_____

Town_____ Express Order $_____

County_____ Bank Draft $_____

State_____ Cash $_____

Page.	*No.*	*Quantity Desired.*	*Size.*	*Bust.*	*Color.*	*ARTICLE.*	*Price*	*Total Amt.*	

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MAY SUBSTITUTION BE MADE IN CASE ANY ARTICLE OR MATERIAL SELECTED HAS BEEN SOLD?

To facilitate the prompt and correct filling of Orders, it is suggested that Order Blanks be used in every instance possible Additional Order Blanks will be sent upon request

A separate sheet, bearing name and P. O. Address, should be used when requesting Samples or Information

125

FIG. 13

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MEASUREMENT GUIDE
FOR ORDERING READY-TO-WEAR GARMENTS

In ordering Ready-to-wear Garments, if the guide printed below is returned with the blanks correctly filled in, it will assist in the selection of the correct size. Please use accurate tape measure and send actual measurements. Make no allowances

Directions	Inches
B—Around bust, measure well up under arms, high on back and over fullest part of bust	
C—Waistband taken around body at smallest part of	

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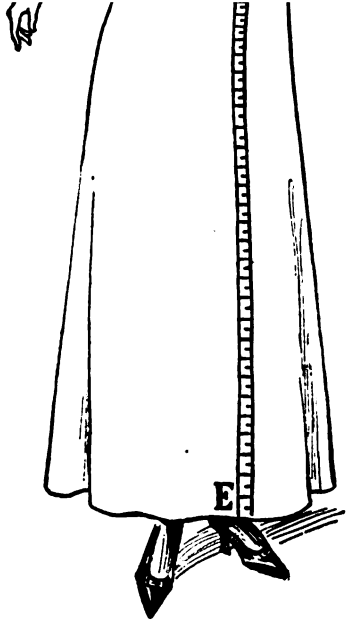

D—Around hips, nine inches below waistline . . . _____

C to E—Length of skirt front . . . . . _____

Height_____ Weight_____

In ordering Misses' Ready-to-wear Garments, please give age in addition to the above measurements

B. Altman & Co

FIFTH AVENUE—MADISON AVENUE
THIRTY FOURTH STREET—THIRTY FIFTH STREET
NEW YORK

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ful article for lists that may be furnished by the customer, good results are often secured. It should be stated in the form letter that the name of the customer furnishing the list will be held confidential unless the customer expresses a desire to take an active part in making sales. Fig. 6 is an example of a form letter suitable for this purpose. A pen-written signature would add to the effectiveness of this letter.

Dear Madam:

A dozen admiring friends have exclaimed at the rare beauty and charm of your Martha Washington Colonial Piedmont chest. "How I would love to have one," you have heard them say.

Wouldn't you like to help make their dreams come true? You know how simple it is to order from our complete catalog. We want to place this catalog in the hands of interested people, and if you will write the names of your friends on the enclosed blank, as a token of appreciation we shall be glad to send you a handsome cedar plaque handpainted with an artistic landscape design. These plaques have met with instant favor wherever they have been shown, and they're attractive enough for any room. We are sure you will be delighted with one.

We shall keep your name strictly confidential if you so desire, but we should like to tell your friends that you would like them to have our catalog; your recommendation will mean a great deal to them.

Just write the names of ten friends on the blank, and we'll send your plaque by first parcels post. Don't forget to tell us if we may use your name.

Very truly yours,

Dic GEF/M Sec. PIEDMONT RED CEDAR CHEST CO.

FIG. 6

28. Advertising of Leaders.—To get in touch with prospective customers, it is sometimes well to offer a leader. In such cases the tempting price should be featured in the advertisement, while important information as to construction, terms, and description of other articles of the same line but at other prices are left to be given in the catalog or other follow-up literature that will be mailed to the inquirer. In many cases this follow-up literature causes the inquirer to buy a higher-priced article or other goods of the general line. Figs. 7 and 8 are reproductions of advertisements in which price is the outstanding feature. The big free engine catalog offered in Fig. 8 would likely interest the inquirer in a larger and more expensive engine than the one featured in the advertisement.

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FIG. 7

FIG. 8

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INSTRUCTIONS ABOUT ORDERING

29. In the form letter, or other literature, the prospective customer should be instructed in the various ways by which

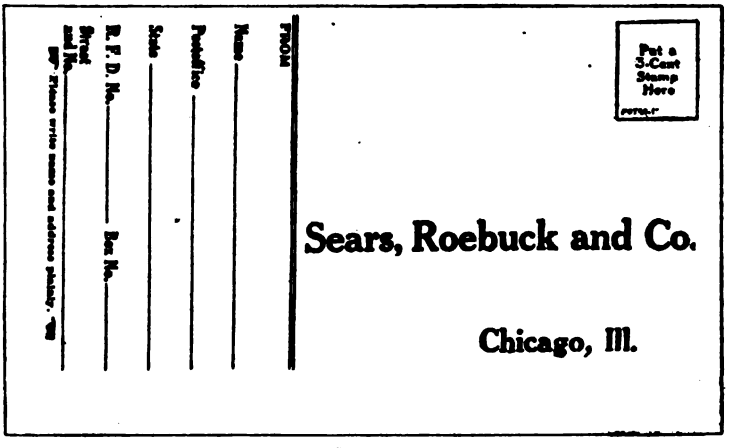

FIG. 9

money can be sent, as it is not safe to transmit currency by mail unless enclosed in a registered letter. Popular forms by

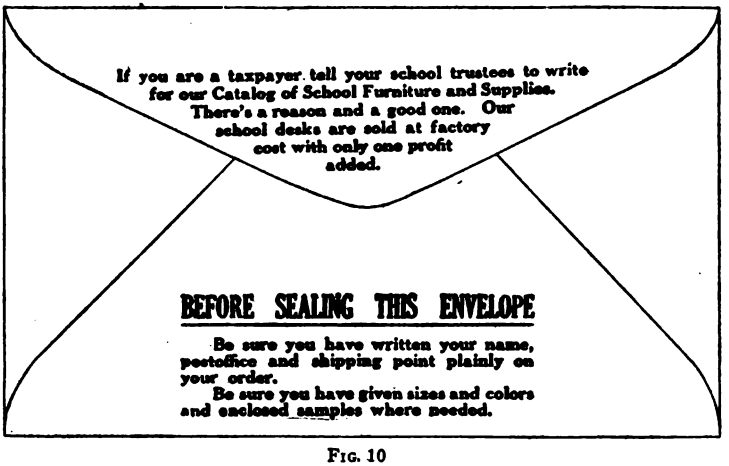

FIG. 10

which money is forwarded are post office or express money orders, bank drafts, and registered letters.

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30. To insure correct addressing, it is well to enclose a printed, self-addressed envelope in which the prospective customer may send his order. Figs. 9 and 10 show the front and the reverse side, respectively, of such a self-addressed envelope.

31. With all catalogs should be included one or more order blanks. If properly filled out, such an order blank gives all the necessary information about articles ordered and prevents many mistakes and delays that might otherwise occur. Figs. 11 and 12 are reproductions of order blanks of two well-known mail-order houses. Figs. 13 and 14 show a reproduction of an order blank, printed on both sides of the sheet, from the catalog of a large department store.

KEYING AND COST DETERMINATION

32. Reasons for Keying.—Advertisers selling by mail must determine the maximum price they can afford to pay for inquiries and orders resulting from their advertisements, for if the cost per inquiry or order is too high there will be no profit. To determine these costs, records must be kept showing the price of each advertisement, the number of inquiries received, and the business resulting from them. From these facts the cost of each inquiry may be found by dividing the number of inquiries into the cost of the advertisement, and the cost of each sale can be found in a similar manner.

33. Methods of Keying.—In order to determine through which publication the inquiries are influenced, the address of the advertiser must be differently keyed in each publication. A convenient method of doing this is to designate it by numbers or letters, as *Dept. 1,* or *Desk A,* etc. A method often used is to letter the catalog that is offered, as *Catalog E,* etc. There are other methods of keying advertisements, but those mentioned are the more frequently used.

When the same advertisement is repeated in a subsequent issue of the same publication, a new key number should be given to it in order to make plain which individual advertisement brings the business, because inquiries frequently come

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from an advertisement quite a while after publication, though the bulk of them are received within the first week.

TABLE I

RESULT OF OFFICE-GOODS ADVERTISEMENTS PLACED IN VARIOUS MAGAZINES

Name of Publication	Total Spent for Advertisements	Total Sales After 6 Months	Cost of Each Inquiry	Number of Times Advertiser's Money Came Back
System	$1,108	$11,810	$0.28	10.65
Business World	397	1,865	.67	4.70
World's Work	599	2,369	.60	3.95
Review of Reviews	974	3,775	.60	3.67
Four-Track News	153	558	.81	3.65
McClure's	1,876	6,498	.68	3.46
Pearson's	221	747	.45	3.38
Everybody's	1,806	5,799	.45	3.21
Bookkeeper's Bulletin	8	25	.50	3.13
Booklovers	163	506	.66	3.10
Advertising and Selling	100	299	.81	2.99
Illustrated World	29	82	.45	2.83
Saturday Evening Post	3,326	9,406	.53	2.82
The New Success	281	793	.59	2.82
Red Book	125	322	.37	2.58
Munsey's	529	1,207	.81	2.28
National	32	68	1.23	2.13
Literary Digest	299	632	.53	2.11
Harper's Monthly	281	588	1.00	2.09
Collier's Weekly	328	660	.76	2.02
Outlook	93	171	.78	1.83
Scribner's	364	631	1.11	1.73
Cosmopolitan	383	622	.63	1.62
Engineering	110	165	1.64	1.50
Leslie's Weekly	72	115	.59	1.60
Outing	60	91	1.05	1.52
Smart Set	50	74	1.04	1.48
Argosy	107	154	.70	1.44
Scientific American	54	75	.77	1.39
Ainslee's	96	129	.75	1.34

With the advertisements properly keyed, and by use of a carefully kept system of records, as has been described in

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Advertising Records and Systems, it is possible to determine the cost of inquiries from each publication and also the relative pulling power of advertisements of different sizes and styles of copy.

34. An advertiser of high-grade office goods compiled statistics covering a season's advertising that showed his cost of inquiries varied from 28 cents up. Table I shows the costs of inquiries in the mediums used.

INFLUENCE OF STYLE AND SIZE OF COPY ON COST OF INQUIRIES

35. When marketing a new article by mail, test advertisements should be tried out in various publications so as to determine which size and style of copy will draw inquiries at the lowest pro rata cost. The most economical style and size should then be adopted for future advertising. These experiments should be repeated in several issues before arriving at a decision, because the first test does not always prove or disprove the efficacy.

As an illustration, an advertiser inserted the same advertisement in three consecutive issues of a magazine that has a national circulation. The first issue brought a satisfactory number of replies; the second issue pulled poorly; and the third issue again drew well. There are sometimes unseen reasons why a good advertisement will "fall down." In this instance the advertiser attributed the small number of inquiries from the second insertion to weather conditions. During cold, rainy, or otherwise disagreeable weather, people are more likely to stay indoors and read than when the weather is balmy and exceptionally pleasant for outdoor pastimes.

36. In many other ways the nature of the copy influences the cost of inquiries. For example, the advertisers of red cedar chests tested two styles of copy. One style showed the price of the article; the other did not. The copy with the price brought less inquiries than the copy without the price. Evidently the latter advertisement created a desire for a red cedar

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A Red Cedar Chifforobe

This magnificent Chifforobe combines the best features of a chiffonier and a wardrobe. Being built of fragrant Red Cedar, grown in the famous Piedmont section of the Southern States, our Chifforobes are a safe place to keep your furs and other clothing all the year 'round. Because of the fragrance of this wood, which is so delightful to human nostrils, and in which insects cannot exist, they are absolutely moth-proof. Cold storage expenses are entirely eliminated.

They have air-tight doors, making them also dust and damp-proof. Piedmont Chifforobes are designed in various styles, and sell at different prices. They are magnificently beautiful, being built by expert cabinet makers, and come in hand-rubbed piano polish, or dull finish.

A Glorious Xmas Gift

Combining Beauty, Durability and Usefulness

A Red Cedar Chest

We also make a very large assortment of Red Cedar Chests, which, like the Chifforobes, are sure protection against moths, mice, dust and dampness. They are built by the same experienced craftsmen who make our Chifforobes, and with the same care. Some are beautiful because of their simplicity, while others are magnificently ornamented with wide, dull copper bands, studded with heavy copper rivets. They, too, come in the piano polish or dull finish. Red Cedar Chests are designed in various patterns. Some are modeled after the picturesque French style of the seventeenth century—others are exact reproductions of the chests our great grandmothers used in Colonial days. They are made in all sizes—large, medium and small. The large chest is sometimes called the dowry chest, because it is just the thing for a bride—the medium sized chest is almost indispensable to the society girl, while the small chest will make any little girl the happiest and proudest child in the world.

We do not sell to dealers, but only DIRECT to the user, at wholesale prices. We furthermore pay the freight charges—and in case goods don't please our customers, then we also pay return freight expenses, refunding your money without question or any red tape, whatsoever.

Our elaborately illustrated catalog No. 7. shows all styles of Chifforobes and Chests—and gives full descriptions including prices. It's free. Write for it today.

PIEDMONT RED CEDAR CHEST CO., Dept. E. Statesville, N. C.

FIG. 15

Original size 4¾×6

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FIG. 16

FIG. 17

chest and the inquirer's interest as to the price was aroused. Experiment proved that many prospects who asked for further information as to price, etc. and would probably have been scared off if they had known the cost when reading the advertisement, were developed into actual buyers through the follow-up system. So in this case, the advertisements that were cheapest per inquiry were also cheapest per order.

37. The same advertiser used advertisements ranging in size from 2 inches to one-quarter of a page and found that the advertisements of 2 inches to 4 inches in size brought inquiries at the lowest average rate. Fig. 15 shows one of the quarter-page advertisements, Figs. 16 and 17 a 2-inch and 4-inch advertisement, respectively.

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AS shown in the illustration, the lower end of the ALBRIGHT Spark Plug has sharp knife edges which cross each other at right angles.

The contact between these keen edges produces an extremely large, flame-like spark, making available at least 20% more power than any other plug.

Blunt-pointed plugs waste as much as one-half the current through lack of concentration.

AUTO TROUBLES Ended By "Albright" Spark Plugs

Owing to the manner of construction of ALBRIGHT Plugs, protected by our patents, the spark cannot become impaired, even should the air space become coated with carbon.

ALBRIGHT Plugs are guaranteed proof against sooting and short-circuiting. They sell for $1.25 Mica insulated—and $1.00 Porcelain insulated. Money refunded if unsatisfactory.

Some of the dealers who sell ALBRIGHT Plugs are:

New York—The Mutual Auto Accessories Co., 1937 Broadway.
Philadelphia—J. H. McCullough & Son, 219 N. Broad St.
Chicago—Standard Auto & Supply Co., 1428 Michigan Ave.
Boston—The Post & Lester Co., 288 Devonshire St.
Baltimore—Auto & Accessory Mfg. Co., 1416 Madison Ave.
Buffalo—F. F. Rick & Co., 517 Main St.
Cincinnati—Ball Fintze Co., 110 W. Third St.
Denver—Auto General Supply Co., 1542 Broadway.
Seattle—Eureka Motor Co., 1409 Broadway.
Galveston—Galveston Garage Co.
St. Louis—Phenix Auto Co., 3932 Oliver St.
Jacksonville, Fla.—F. E. Gilbert.
Washington—Commercial Auto Supply Co., 1313 N. Y. Ave. N. W.
Los Angeles—Chauslor & Lyon Motor Supply Co., 930 S. Mail St.
San Francisco—Chauslor & Lyon Motor Supply Co.
New Orleans—Arthur Duvic Co., 126 Charters St.
Atlanta—Alexander-Seewald Co., 54 N. Pryor St.
Birmingham, Ala.—Birmingham Garage Co.
and others.

If your dealer doesn't sell ALBRIGHT Spark Plugs, send us his name, and we will forward you the plug, postpaid, upon receipt of the price. *Write for booklet.*

ALBRIGHT IGNITION CO., Columbus, Georgia.

FIG. 18

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On the other hand, a quarter-page advertisement which gave most gratifying results is the spark-plug advertisement shown in Fig. 18. Though this aimed principally to get readers to

FIG. 19

purchase through dealers, still it is a semi-mail-order advertisement and brought many mail orders direct.

38. Certain styles of copy may produce a great number of inquiries, but it does not necessarily follow that the cheapest inquiries are the most productive. A great many people who have not the slightest use for the article advertised write for

FIG. 20

literature out of mere curiosity. Sucn requests are known as *idle inquiries*. They are needlessly expensive to the advertiser who follows them up with letters, booklets, etc.

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An advertisement offering a big catalog free, postpaid, like that in Fig. 19, is likely to bring a larger proportion of idle inquiries than the one shown in Fig. 20, which describes a piece of machinery, but subordinates an offer of the free catalog at the foot of the advertisement. It has been found by advertisers that making the catalog the outstanding feature (as in Fig. 19) draws an excess of worthless inquiries.

FIG. 21

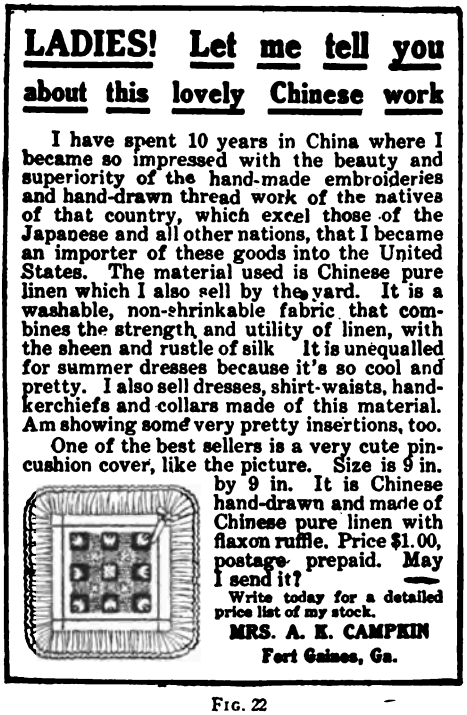

FIG. 22

PREPARATION OF COPY

39. Saving White Space. Mail-order advertisements should nearly always be laid out without white space, like Figs. 16 and 17. Liberal margins of white space usually cannot be afforded when the cost for space is high. But there are exceptions to every rule, this being seen in Fig. 18, which shows liberal white-space margins.

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A clever arrangement for getting some white-space effect, without cost to the advertiser, was brought about in setting the type on the right-hand side of this advertisement flush with the edge, thereby utilizing the white space of the margin of the magazine

FIG. 23

to balance the white space in the left-hand side of the advertisement. Likewise no white space of the advertisement itself is left at the top, but the upper margin of the magazine page balances the white space of the lower part of the advertisement. This arrangement was made possible by the advertisement having a position on an upper right-hand corner of a page.

40. Size of Body Type.—Mail-order advertisements are usually set in small-size body type. The reason for this is to economize in expensive space. A mail-order advertisement, effectively displayed, will be read, even though set in small body

FIG. 24

type. Of course, there are instances, such as shown in Fig. 18, when larger body type is advisable. Figs. 21, 22, 23, and 24 are examples of mail-order advertisements that are set in small body type.

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SOME thousands of pairs of shoes are sold at this store each year. As more people find out about the dependable qualities that distinguish Coward Shoes our output steadily increases. For fifty years now this process has been going on. The public belief in Coward shoemaking ideals is stronger today than ever.

This has a significance for you. In days when materials are scarce and prices are necessarily high you may well have need to know a shoe store in which the maker's good name is a matter of record and his honest handiwork is an essential of every shoe.

JAMES S. COWARD

262-274 Greenwich Street, New York
(Near Warren Street)

The Coward Shoe

"REG. U.S. PAT. OFF."

Sold Nowhere Else
Mail Orders Filled

FIG. 25

Digitized by Google

However, when retail stores run advertisements in daily newspapers in whole or in part to secure mail-order business, the general rule of small type and elimination of white space usually does not apply. In such advertisements, attractive

Break Your Glasses?

Mail us the broken piece and we will duplicate exactly, no matter how complicated nor by whom originally ground.

Absolute accuracy and promptness assured.

Ingram Optical Co.

14 South Palafox St., Pensacola, Fla.

OCULISTS' PRESCRIPTIONS FILLED

FIG. 26

type effects should be given much consideration. Figs. 25, 26, 27, and 28 are retailers' newspaper advertisements that are designed to appeal both to local customers and to those who order by mail.

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—*One of the Famous Stores of America.*

J. W. Robinson Co.
-Seventh and Grand-
LOS ANGELES, CALIFORNIA

Order by Mail

We are large direct importers of Japanese Silks. Our connections with the best sources of supply enable us to offer

Imported Shantungs or Pongee Silks . . . $1

—The pure, natural silk in the natural color as it comes from the cocoon. This is the finest quality—34 in. wide.

Sent by Parcels Post Prepaid to all points in California, Arizona, New Mexico, Nevada and Utah.

FIG. 27

Who Makes These Pretty House Dresses?

Why, "Sassy Jane," of Course!

—And every one of her dresses bears the "Sassy Jane" label, so you may tell it is genuine!

—Where will you find vast assortments of these winsome frocks?

—At "The Broadway," of course, and the spring styles and the spring materials and colors are prettier, actually, than ever!

—See them, if you live in Los Angeles—if out of town, write us about them!

—Prices range from $1.95 to $3.95.
—Third Floor.

ARTHUR LETTS
The Broadway Department Store
BROADWAY, FOURTH AND HILL
LOS ANGELES

FIG. 28

Digitized by Google

EXAMPLE OF AN ACTUAL CAMPAIGN

41. Though, as has been frequently stated, no one advertising campaign can be taken as an exact pattern for another, an example of one advertiser's successful campaign should be of value, therefore it is here given.

The article to be sold is a *farm level,* an instrument used by farmers in terracing their land and in other work. The advertising is done before planting time. As planting time in the southern states begins earlier than in the northern states, the advertising appears in southern farm papers at an earlier period than in farm papers which have their circulation in the

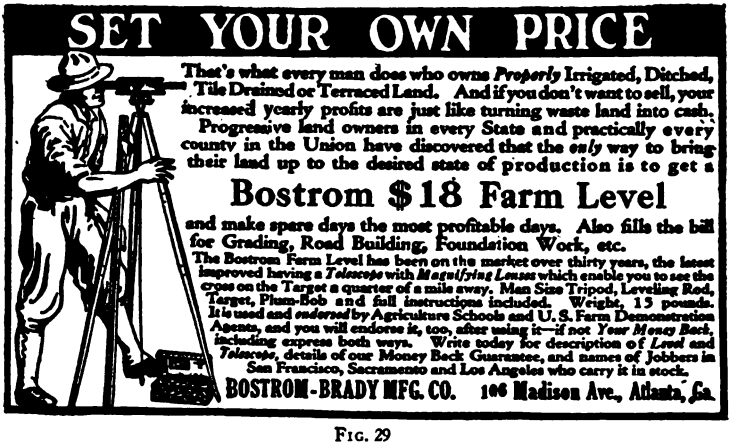

FIG. 29

North. The advertising is suspended in midwinter and while growing crops are on the ground.

The advertiser, after determining how much money to spend for advertising during the year, makes up his lists; that is, he decides upon a list of publications in which his advertisements are to be published.

Advertisers find that some advertisements give better results than others, therefore they often repeat those that are most effective. But, in advertising some articles, the same copy would lose pulling power after a number of issues, so the copy must be changed according to circumstances. It has been found, however, through actual test, that the advertisement

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J. Z. ELLIOTT, President. J. A. BRADY, Vice-President.

BOSTROM-BRADY MANUFACTURING COMPANY

FARM AND BUILDERS' LEVELS.

OFFICE & FACTORY MADISON AVE. & GARNETT ST.

ATLANTA, GA

Dear Sir:

Responding to your request of recent date, we enclose illustrated description of the Bostrom Improved Farm Level with TELESCOPE, as advertised, from which you will note the price is Eighteen Dollars, free on board Atlanta.

In addition to the exact description enclosed, here are a few more facts you ought to know, since you are in the market for a dependable Farm Level with TELESCOPE, and of course want the best for the least possible money.

The price of the Bostrom Improved is less than any Farm Level with TELESCOPE on the market now or in the past; and you will agree that the enclosed order blanks give as broad MONEY BACK GUARANTEES as it is possible to make. Thats the proof of our confidence that you will not only be pleased, but MORE than pleased.

The first Bostrom Farm Level was put on the market over 30 years ago. They have been made and sold continuously ever since, and improvements (all patented) have been made from time to time until we believe we now have as perfect a Farm Level as it is possible for man to make. And the biggest improvement ever made was when we developed a SPECIAL TELESCOPE and added it to the outfit. This Special TELESCOPE has magnifying glasses which enable you to see about 8 to 10 times the distance, (and this means simply more and better work) you could see with the ordinary Farm Level you used to hear about, which had simply a plain sight tube (no telescope) with a peep hole in one end and two pieces of wire in the other end. We not only believe, but we KNOW the Bostrom Improved is the most SIMPLE, ACCURATE, DURABLE and COMPLETE outfit ever made for all farm work requiring a Level, and this too regardless of price.

With the above information before you, and the fact that the Bostrom Improved Farm Level with TELESCOPE is already being used and endorsed by State, District and County Agricultural Schools, and by United States Farm Demonstrators, and by individual farmers in every State and practically every County in the Union, we judge you will just fill out and mail today whichever order blank suits you the best, and settle the matter right now, for we dont mind saying before hand that you will be mighty proud of your Bostrom Level, and will be glad to recommend it to your friends and neighbors.

Yours very truly,

Bostrom-Brady Mfg. Company.

President

USED AND INDORSED IN EVERY STATE AND PRACTICALLY EVERY COUNTY IN THE UNITED STATES ALSO MORE THAN A DOZEN FOREIGN COUNTRIES

FIG. 30

Digitized by Google

reproduced in Fig. 29 brings excellent results steadily and does not lose its power. Therefore it is used continuously during the entire campaign.

This copy often sells levels direct from the advertisement, but to prospective purchasers who write for further details, the

FIG. 31 (*a*)

form letter shown in Fig. 30, signed in ink by the president of the company, is sent. Enclosed with this letter is the booklet shown in Fig. 31 (*a*) to (*h*).

Fig. 32 is a reduced reproduction of a perforated order blank, with three different offers for sending the level for actual free trial. This order blank is likewise enclosed with the letter.

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BOSTROM'S IMPROVED FARM LEVEL

IN order to meet the constantly increasing demand for a thorpughly dependable leveling outfit at moderate cost (a price at which no one needing a Level will hesitate) we have spent immense sums of money and years of perseverance in producing the desired result.

Therefore, in affirming to you in the most positive terms that BOSTROM'S $18.00 FARM LEVEL absolutely meets every requirement for all kinds of Drainage work, including Tile or Under Drainage, also Open Drains or Ditches; all kinds of Irrigating work, including Canals and Latterals; Terracing land, Road Building, House Foundation work, Grading of all kinds, Setting out Orchards, Running Fences, Getting Angles, and every sort of Farm work requiring a Level, we get worlds of satisfaction, both as a reward for our diligent efforts, also in being able through this reward to supply the HUNDREDS OF THOUSANDS of people interested in agricultural pursuits with exactly the Level they have long been looking for, but unable to secure for the simple reason that science had not produced what was wanted, at a price which could be afforded.

FIG. 31 (*b*)

The most obstinate obstacle which we had to overcome was in combining ABSOLUTE SIMPLICITY with ABSOLUTE ACCURACY. That we have done this no one who has seen the outfit questions. In fact, we GUARANTEE that any man with ordinary intelligence—or even a 15-year-old boy or girl—can quickly learn to handle this Level ACCURATELY. Even if you have never seen a Level before, if you will follow the directions shipped with each outfit, you cannot go wrong. Plainly speaking, the very principles of mechanical construction employed in building this Level entirely eliminates the element of "expert manipulation" so that an inexperienced operator CAN accomplish absolutely accurate results.

We have thousands of letters from all sections of the United States, showing that it is positively ridiculous for Farmers, etc., to employ a Civil Engineer or Surveyor to do their work, when with a Bostrom $18.00 Farm Level in your possession YOU can do the work, and the saving of 2 or 3 days' fee for the Engineer or Surveyor will pay for your Bostrom Level, which will last you a life time, with reasonable care.

THE TELESCOPE—This Telescope is "Achromatic," giving a clear field, and was designed and is manufactured especially for this Level. The magnifying

FIG. 31 (*c*)

power of the lenses is as great as can be used to advantage on an instrument of this kind. With this Telescope you can see the cross on the Target at a distance of over 400 yards, or about one-fourth of a mile, in any direction, thus being enabled to cover a scope of one-half mile, as the Turret carrying the Telescope revolves so that the Telescope may be turned in an opposite or any other direction, without moving or readjusting the machine. Therefore, you can do several times more work, and better work with this outfit than you can with the ordinary Levels which have formerly been offered for sale, but which have now practically disappeared since the advent of Bostrom's $18.00 Farm Level with Telescope carrying magnifying lenses, enabling you to read the Target about 8 to 10 times as far as you could with the ordinary Level referred to, which had simply a sight tube with a peep hole in one end. The line of sight is arrived at by cross hair lines set in the system of magnifying glasses in the Telescope, and which cannot be dislodged or destroyed except by smashing the instrument.

THE LEVEL—This is a circular piece which we call the Turret, with parallel edges, resting in a recess or seat formed in what we term the Face Plate. This

FIG. 31 (*d*)

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Turret carries the Telescope, and a specially constructed spirit bubble by which the Level is adjusted. These parts are provided with every essential means for adjusting and correcting the Telescope sight, so that the Level can be tested and its accuracy proven at any moment by following the directions which we ship with each outfitt. This Turret, carrying the Telescope and Bubble, revolves so that the Telescope may be pointed in any direction desired without the necessity of readjusting the Level.

THE TARGET ROD AND TARGET—The Rod is composed of a Telescopic or Sliding Target Rod with thumb screw for securing in any position, and is graduated to feet, inches and one-fourth of an inch, telescoping to five feet when closed, and to nine and one-half feet when extended. Has sliding Target of the usual form, which slides up or down on the Rod, and is also provided with a thumb screw for clamping it in any position on the Rod. A PLUMB-BOB is also included in this outfit, which adapts the Level to the use of Architects, Contractors and Builders.

THE TRIPOD—This is composed of three wooden legs, and Head for receiving the Adjusting Head, which in turn supports the Face Plate, which receives in its recess the Turret carrying the Telescope and Bubble.

FIG. 31 (*e*)

THE ADJUSTING HEAD AND FACE PLATE—The Adjusting Head is screwed on to the Tripod, and carries THREE adjusting screws for the adjustment of Face Plate and Level to a perfectly horizontal position. The Face Plate is attached to the Adjusting Head by a screw and strong spring which presses the Face Plate firmly against the ends of the THREE adjusting screws, and at the same time insures a flexible joint, so that the Face Plate can adjust itself to any position For the purpose of obtaining any angle desired, this Face Plate has a graduated circle, divided into 360 degrees, numbered from zero to 90 degrees in both directions, giving zero points on opposite sides of the circle. We emphasize the fact that this Level has only THREE adjusting screws, instead of four, as is the case with the expensive and complicated instruments for the use of Civil Engineers and Surveyors. As perfect a Level at any and all angles can be obtained with THREE screws as with four, and while an amateur, or a man with no experience whatever, can level up Bostrom's Level, no one without technical training can level up an instrument with four screws. This is one of the important principles of construction referred to which ELIMINATES the element of "expert manipulation."

The entire outfit is built on strictly scientific principles, and unquestionably fills a long felt want among Farmers, etc., for, as stated, it meets every possible

FIG. 31 (*f*)

requirement, assuring ABSOLUTE ACCURATE WORK, and requires ABSOLUTELY NO TECHNICAL TRAINING in order to operate. Heretofore it has required technical training before a man could handle a leveling instrument, but with Bostrom's Improved Farm Level these conditions have been changed.

While the problem of an absolutely accurate and simple Level has been solved, the only possible way this outfit can be manufactured and sold at the price of $18.00 is the unlimited quantities manufactured by us to meet the demand throughout the United States.

The price is $18.00 f. o. b. Atlanta, Ga., and the complete outfit includes Level with Telescope, etc., Tripod and Sliding Target Rod and Target and Plumb-Bob; also box for keeping Level and Telescope when not in use, and full instructions; and as the weight of the complete outfit is only 15 lbs., the express charges have been reduced to a minimum.

GUARANTEE AND REFERENCES

We guarantee our Levels to be exactly as represented in every particular and to give complete satisfaction, as per money back guarantee in order blanks, and to have no equal at anything approaching the price, and as to our responsibility we refer to any mercantile agency, bank or business house in Atlanta.

FIG. 31 (*g*)

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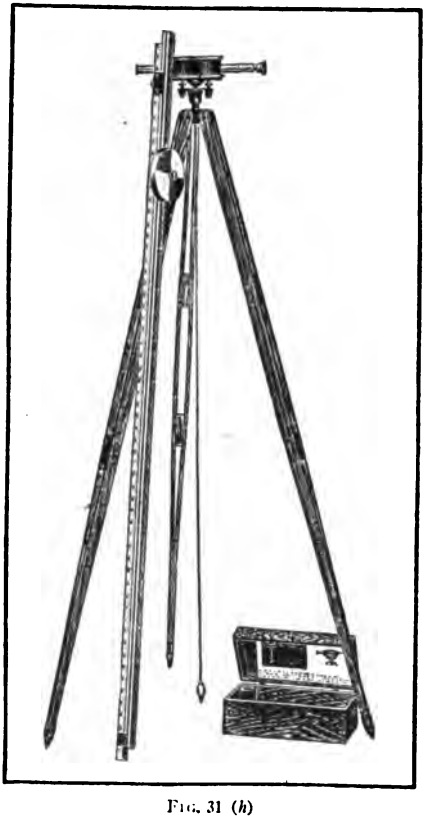

FIG. 31 (*h*)

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North—South—East—West—Bostrom Levels are the Best

We can refer you to satisfied customers in every State, and practically every county, in the United States

READ THE THREE OFFERS BELOW

We believe you will agree the three offers below, Nos. 1, 2 and 3, are about as fair as can be made by anyone — certainly you cannot lose even one penny by accepting either of them — so we naturally feel confident you will tear off the offer you like best, date and sign it and mail to us in the enclosed envelope RIGHT NOW while you are thinking about it, and satisfy yourself at OUR RISK whether Bostrom's Improved Farm Level with Telescope should be on your farm.

Yours very truly,
BOSTROM-BRADY MANUFACTURING CO.
Atlanta, Georgia, U. S. A.

If offer No. 3 is accepted, be sure to have your bank sign also.

OFFER No. 1

POSTOFFICE

..... 191....

Bostrom-Brady Mfg. Co.
Atlanta, Ga.

Gentlemen:

For the enclosed $18.00 please ship promptly by express one **Bostrom Improved Farm Level with Telescope** with the understanding that you will promptly return the $18.00, **also all express charges paid by me,** if I am not perfectly satisfied with the Level **after actual field trial;** in which case I will carefully pack and wrap the Level and return to you by express and send you express receipt.

I will give the Level a trial as soon as received.

Yours truly,

.....

EXPRESS OFFICE:

.....

OFFER No. 2

POSTOFFICE

..... 191....

Bostrom-Brady Mfg. Co.
Atlanta, Ga.

Gentlemen:

Please ship C. O. D. $18.00 and express charges, **subject to examination,** one **Bostrom Improved Farm Level with Telescope** with the understanding that you will promptly return the $18.00, **also all express charges paid by me,** if I am not perfectly satisfied with the Level **after actual field trial;** in which case I will carefully pack and wrap the Level and return to you by express and send you express receipt.

Yours truly,

.....

EXPRESS OFFICE:

.....

OFFER No. 3

POSTOFFICE

..... 191....

Bostrom-Brady Mfg. Co.
Atlanta, Ga.

Gentlemen:

I have this day deposited to your credit in

..... Bank

of .....

the sum of $18.00 which the Bank will send to you in payment for one

Bostrom Improved Farm Level with Telescope

provided I am perfectly satisfied with the Level **after actual field trial.** If I am not perfectly satisfied **after actual field trial** the Bank will return the $18.00 to me; in which case I will carefully pack and wrap the Level and return to you by express, sending you express receipt, at which time you agree to return to me, **all express charges paid by me.**

Please ship Level promptly and I will give it a trial as soon as received and notify Bank of my decision. Yours truly,

.....

Express Office .....

We hold deposit of $18.00 on terms as stated.

..... Cashier

..... Bank of .....

FIG. 32

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LAW AN ADVERTISING MAN SHOULD KNOW

LAWS THAT APPLY IN VARIOUS CASES

IDEAS

1. When Protected.—The advertising man deals in ideas more than in any other commodity. It is well, therefore, to know at the outset that mere ideas (unless reduced to a tangible form, as an advertisement or a drawing, which in some cases can be protected by copyright) cannot be protected unless certain precautions are taken in submitting them. One should make quite certain, when possible, that his idea has not been in the mind of some other person before submitting it, and then submit it only under circumstances which show a willingness on that person's part to pay for it on acceptance.

2. An essential element of ownership is **dominion,** the right to use and control, and this dominion is lacking when the idea cannot be put into effect without the action of another person.

An illustrative case grew out of the submission to Thomas F. Ryan, the capitalist, of a plan for the consolidation of certain white-lead interests. His informant had procured options, and opened negotiations for the purchase of those interests which would require several million dollars, and agreed to contribute thereto, if necessary, as much as $200,000, if Ryan would join him in the effort and contribute enough properly to promote the enterprise. Ryan expressed a willingness to help him, provided a consideration of the plan and an examination

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of the option contracts by his attorneys and experts confirmed his judgment; which they did. Nevertheless, independently of the author of the idea, Ryan organized a company and through it secured control of the interests in question, with the result that he made immense profits in which the other person was given no share.

Being bound by nothing more substantial than an agreement to make an agreement, which is unenforceable, Ryan was freed of any liability by the courts.

In another case a solicitor confidentially disclosed to an executive head of a big company a system of soliciting life insurance devised by him; but could not recover.

3. Shortcoming of a "Gentlemen's Agreement." A "gentlemen's agreement" is usually almost as valueless as no agreement, when it comes to protecting an idea, for, being verbal, it lacks tangible proof of its existence.

4. Modification of an Idea.—Where an idea is submitted voluntarily, and a modification of the idea is necessary before it can be put into full effect, a request from the person to whom the idea is submitted that the creator of the idea assist in making the modification creates an obligation on the part of the one making the request to pay for the idea as modified, and the service becomes an indivisible one, to be paid for as though a contract were made in the beginning for all the service involved.

5. Measure of Compensation When None is Specified.—Where no definite price is agreed upon, the measure of value is what the idea is reasonably worth. In case of litigation that amount is one for the determination of the jury.

UNPUBLISHED MANUSCRIPT

6. A Limitation on Publicity Work.—Publicity work must be limited to the right of others in unpublished copy—"unpublished manuscript," as it is called. This right carries with it the exclusive right of printing or of otherwise multiplying unpublished copy—the right to publish it first. It pro-

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tects the artist, the writer, and the advertising agent from a misappropriation by the advertiser of plans and copy submitted to him or brought to his notice.

The right in unpublished manuscript exists independently of copyright, though the term copyright is sometimes erroneously applied to it.

7. No Regard for Trailers.—Notwithstanding there can be no monoply in a mere idea, or in a mere plan or arrangement of copy, the law has no regard for trailers or imitators, and will not allow them to invade the right in unpublished manuscript by colorable alterations and variations to disguise the stolen work.

8. Circulation and Use of Manuscript May Be Limited.—The right in unpublished manuscript is absolute, and if an author chooses to show a work to others, he may prescribe reasonable limitations upon the extent of its circulation and use.

9. Declaration of Ownership.—Some advertisement writers, advertising agencies, and artists have a form which is stamped on advertisements and drawings, reading:

This "copy" submitted at the request of (the name of customer) is our (or my) property. It is being considered for use upon the understanding that it is not to be reproduced or displayed in any publicly accessible room or window until an agreement is completed with us (or me).

These notices frequently bear serial numbers, which are recorded in a book, and often bear a date as well as the name and address of the owner of the copy.

10. Showing Proofs of Cuts.—Proofs of syndicate cuts are sometimes shown on colored stock or on an uncolored stock so perforated as to make reproduction difficult, conditions which often increase regard for the plates or matrices to be sold

As a buyer of ideas, the advertising man should, of course, respect another's rights.

11. Testimonial Letters.—Testimonial letters must be used with the greatest care, for it is a misdemeanor in some

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states to use another person's name for business purposes without his written consent. The author of a letter has a right to control its publication and recover damages where rights are not respected. A person cannot legally be forced to allow his letter to be used.

12. Photographer's Control Over Negatives.—The right of control over unpublished material enables a photographer to keep his negatives, and to refuse to make a print except on his own terms, short of a definite understanding.

13. Publication by Permission.—Should a letter or photograph be published by permission, then the writer or photographer, as the case may be, loses his control over it, unless it is protected by copyright.

14. Not Subject to Claim of Creditors.—Because of the author's right in unpublished manuscript, such manuscript cannot be seized and sold on execution. On this point it is held that "a man may write without any intention to publish. . . . There is no law which can compel an author (or artist) to publish. No one else can determine this essential matter of publication. His manuscripts, however valuable, cannot without his consent, be seized by his creditors as property."

15. Mere Failure to Publish Does Not Alter Right in Unpublished Manuscript.—Mere failure to publish, even for a long time, in no way alters the right in unpublished manuscript, even though during such time the manuscript remains in the hands of a third person. Southey, for instance, did not lose his right in an unpublished manuscript by letting it remain 23 years in the possession of a bookseller. So, too, the personal representative of Lord Clarendon, the historian, had a right, nearly 100 years after Lord Clarendon's death, to prevent the representative of a person to whom Lord Clarendon had loaned unpublished manuscripts from publishing them.

16. Division of Rights.—Elbert Hubbard used to say that to be used efficiently a book should be adapted to a lecture,

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then to an article, and then to an advertisement. Rights in unpublished manuscript are divisible as to each of these, and the right of publication in any one can be sold, and rights reserved in any or all of the rest.

17. Assignments May Be Oral or Written, Absolute or Conditional.—The right in unpublished manuscript, like any other personal property, is assignable. An assignment may be oral or in writing, absolute or conditional. Thus, there may be an assignment of a writing or illustration without an assignment of the right to publish, but such an intention must be clearly expressed.

18. Employer's Rights in Manuscript of Employe. An employer may acquire title to all the rights which exist in the intellectual efforts of an employe, provided they were contemplated by the contract of employment.

19. Forfeiture of Rights by Publication Without Copyright.—By publishing copies thereof, the author or proprietor of a booklet or other intellectual production, not copyrighted, dedicates such matter to the public, and any person may thereafter use it for his own benefit. In seeking to determine whether one has thus lost his right in unpublished manuscript, it is important to consider what constitutes a publication.

20. What Constitutes Publication.—Printing alone does not amount to a publication, for the reason that a book may be withheld from the public long after it has been printed. To permit a copy of a manuscript to be made, or to give another a copy thereof, does not in itself constitute a publication, and no one can multiply such copies, nor make any other use of the work, without the consent of the author or proprietor.

The reading or display of an unpublished manuscript before a limited audience is not a publication. Thus, where at a meeting of a dental association an original essay was read, and afterwards handed with other essays to a representative of a magazine of dental literature, but was not published, and a

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third person procured a copy from one unconnected with the magazine and used extracts as an advertisement without authority of the society which had acquired the right in the manuscript, it was held that the manuscript was the exclusive property of the society and was entitled to be protected from its use in this manner.

21. Manuscript Free From Taxation.—Unpublished manuscript is not subject to taxation; for property, to be subject to taxation, must have a cash value, a value inherent in the property itself. As was said by the court in a case which arose out of an attempt to force the payment of taxes, "All civilized governments respect private manuscripts and treat them as not partaking of the nature of property open to ordinary sale and disposal. The possession of them gives no right in the possessor to use them, or to publish them, unless by the acquiescence of the originator. While it often has happened that trade secrets and other information which has been noted down in writing may furnish means of acquiring profit, it was never imagined or held that the writings themselves were subject to seizure and sale without consent. Any attempt to make value out of such a sale would be really a sale of knowledge and not a sale of property."

PRIVACY

22. Upheld by Law.—In some states, it is a misdemeanor to use any person's name, portrait, or picture for advertising, or for other commercial purposes, without his written consent, and in addition damages may be recovered. Even in the absence of a special law, this right to privacy, the right to be left alone, has been upheld by the courts in several other states.

"Flour of the Family" Case.—What may doubtless be called one of the most sensational trials of recent years arose out of the invasion of this right by the publication of a poster called the "Flour of the Family," without the consent of the guardian of the young woman (for she was a minor) whose portrait formed the chief attraction.

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It seems that this poster was conspicuously displayed in stores, warehouses, and saloons in the vicinity of the young woman's home and throughout various parts of the United States, as an advertisement of the flour of the Franklin Mills. The poster was recognized by many friends of the young woman, with the result that her good name was attacked, thereby causing her mortification and illness.

In that case it was said that "if it is to be permittted that the portraiture may be put to commercial or other uses for gain by the publication of prints therefrom, then an act of invasion of the individual's privacy results, possibly more formidable and painful in its consequence, than an actual bodily assault might be. Security of person is as necessary as the security of property; and for that complete personal security which will result in the peaceful and wholesome enjoyment of one's privileges as a member of society, there should be afforded protection, not only against the scandalous portraiture and display of one's features and person, but against the display and use thereof for another's commercial purposes."

23. Decisions of Patent Office.—The Patent Office has upheld the right of privacy by denying applications to use the names of President Roosevelt, Admiral Dewey, and King Edward VII, in connection with trade-marks, in one case stating: "The use of a public man's name for commercial purposes amounts to publicly using his name for private purposes of gain. If his name has any commercial value, it is a property right similar in character to the good-will which attaches to an established business, and no one else has the right to usurp it without his consent. If that value arises from the fact that he is engaged in selling goods of a certain character to the public, there are many decisions of the courts to the effect that he will be protected against the use of his name by others for that purpose, and it would seem that, in so far as his right to protection is concerned, it is not of consequence by what means the commercial value became attached to his name."

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24. Photographer's Rights Limited.—Notwithstanding that a photographer has a right in unpublished manuscript which enables him to control the use of his negative, the right of privacy of the individual who is the subject of the negative forbids the display by the photographer, or any one else into whose hands such possession passes, of either the negative or a print made from it, unless permission is granted.

25. Photographs of Actresses and Fashion-House Subjects.—The right of privacy is not invaded when a photographer sells to fashion houses, and others, photographs of persons who have expressly or impliedly granted permission so to do. Thus, where an actress sat for a picture with the understanding that she was to have, without charge, as many copies as she pleased, she brought herself within a custom which warrants the assumption by the photographer of a right to offer copies of such picture for sale, so long as the picture is not obscene, nor in any other way contravenes rules directed toward the upholding of public morals.

26. Care in Employing Models.—Great care should be taken in employing artist models, and all payments for service should be evidenced by substantially the following form:

Received of (name of the concern) through (the individual acting) $_____, for service of (name of model) as a model for advertising purposes, and for permission to publish any and all pictures secured through such service, and to copyright or otherwise protect such matter. I am of age and sign voluntarily.

Besides the signature of the model, the form should bear a date. When a parent or guardian gives consent, that fact should be incorporated in the signed and dated statement, which should take the place of the statement, "I am of age and sign voluntarily," and read, "I am the parent (or guardian, as the case may be) of this model, and voluntarily grant this permission."

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COPYRIGHT

27. Of Two Kinds.—Copyright is of two kinds: that which is secured from the Library of Congress and that which is secured from the Patent Office. The first of these covers books, works of fine art, musical compositions, and the like, while the second covers artistic labels and printed matter of the less commercial sort connected with advertising.

28. The Term "Book."—The term **book** as here used means a book in the literary sense, not the material sense. A single sheet of paper, if it contains a literary composition, is such a book, while a more or less elaborate production which is partly unfinished, or with space to be filled in, such as a ledger, memorandum book, diary, or score book, copies of which are left open to variation, is not. In refusing copyright in an index letter file, the court said that it "does not have the purpose or function of conveying information. Until the purchaser of a set of these 'indexes' commences to use the same by putting written documents between the leaves, such indexes signify nothing . . . they are not a medium of information or intelligence . . . within the meaning of the copyright laws."

Where blank forms are accompanied by an original detailed statement regarding their use, such statement is copyrightable, though the form is not.

29. What "Chart" Includes.—The term **chart,** as used in the copyright law, indicates a form of map, and not simply a tabulated or methodical arrangement of information. Accordingly, advertising cards devised for the purpose of showing paints of various colors, consisting of a sheet of paper to which are attached square pieces of paper of various colors, referred to in the text, were held to be neither a chart, engraving, nor a book, and could not be subject to copyright.

30. Prints of Balloons Not Copyrightable.—Prints or patterns of balloons and hanging baskets, with printing on them for embroidery and with lines showing how the paper

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may be cut and joined to make the different parts fit together, were denied copyright protection for the same reason as just mentioned.

31. Caution.—When seeking to avoid a copyright owned by some one else, or when seeking protection for oneself, it is well not to trust oneself too far, as there are many fine distinctions both in the Copyright Act and in the decisions of the courts, and frequently missteps cannot be retraced. In every case of doubt a specialist in copyright should be consulted, although it may be as well for the advertising man to have in his files two booklets, one on the Copyright Law and one on Prints and Labels, which can be secured from the Public Printer at Washington for 5 cents each, and also to know some of the points courts have passed upon.

32. Government Publications.—The advertising man is free to use most of the data in Government publications, as they are not subject to copyright protection. There is, however, a reservation of certain material from use as a matter of prudence in protecting the public interest. Of such character would be matter useful to the enemy in case of war.

33. Literary or Artistic Merit Required.—Productions (other than those of the Government) are copyrightable in the Library of Congress only as they have intrinsic literary or artistic merit, and must be useful otherwise than in advertising. The rule is not narrow. Circus posters of acrobats, whitened to represent statues, have been protected, and a painting of Gambrinus was protected, even though afterwards made to bear advertising. On the other hand, the pickle used to symbolize Heinz's 57 Varieties, and containing insets for advertising different articles, was denied registration in the Library of Congress because it too evidently served no other purpose than an advertisement.

34. Labels and Prints.—When literary or artistic matter plainly suggests its advertising character, it is advisable to copyright it through the Patent Office as a label or print, whichever is shown by the law and publications of the office to

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be appropriate. However, prints or labels that merely contain the trade-mark or name of an article, a description of the contents of a package, or directions for use and the like, cannot be copyrighted.

35. Scope of Protection.—A copyright in a booklet or folder protects all of its contents which are copyrightable by themselves, including illustrations, and not merely the letterpress, or text. When some parts of a booklet or folder are not proper subjects of copyright, they will not affect the validity of copyright in the rest. Even an advertisement published in an uncopyrighted newspaper may be copyrighted if it has literary or artistic merit.

36. Titles.—While copyright protects the contents of a booklet, folder, or form of advertisement, it will not protect a title standing by itself. Titles can be registered as trade-marks. When a title is given in an application for copyright protection in the contents of a booklet, folder, or other form of advertisement, this title should be used with the material as published; otherwise the identity of the copyright might be lost.

37. Notices of Copyright.—Prints and labels registered in the Patent Office, like matter registered in the Library of Congress, should be marked with the word "Copyright," the year, date, and the name of the claimant to protection. It is advisable not to use other terms for the notice of copyright than that given in the copyright law. "Copyrighted," instead of "copyright," and other terms and expressions such as "registered," "rights reserved," "copyright applied for," "copyright secured," and "all rights secured" are not proper, notwithstanding they have been used by well-known advertisers. In the case of a booklet or folder, a notice of copyright should be on the main title page or the page immediately following it.

A notice of copyright must appear on every published copy of the booklet or folder.

38. All Rights Reserved.—The term "all rights reserved," which frequently appears in connection with copyright notices, while it no doubt creates in the mind of the

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average person somewhat the same effect as a warning, really refers to the right of translation and dramatization.

39. Reprints by Permission.—When permission is given to use copyrighted material, an advertising man should have printed on every reprint a notice of copyright in the form used by the owner of the copyright. Also it is well to add, "Reprinted by permission."

40. Employer's Rights.—Whether an employer would be entitled to copyright material produced by an employe, depends on circumstances. Where there is no definite agreement, the work must be done within the scope of the employment; otherwise the employer is not entitled to protect it. When the employer rightfully copyrights material created by an employe, the employe has no more right than a stranger to copy or reproduce it, nor can he dispose of any rights that have passed to the employer.

41. Infringement.—The scope of the rights granted by copyright are best illustrated by the facts and conclusions in suits for infringement. It is held, for instance, that the mere fact of similarity between two productions does not make one an infringement of the other. Nor is that an infringement when a person acquainted with a copyrighted work, by his own independent labor, produces something similar. However, ignorance of the fact that copyright has been secured in pirated matter is no justification of infringement, nor does the good intention of an infringer justify copying. Fraud is not essential.

A test of piracy is whether or not one has used the ideas of another, as expressed in plan, arrangement, text, and illustration, as the basis or model of a later work, instead of going to common or original sources of information. It is not necessary that an infringement be a substitute for the original work when the details copied are such as are likely to interfere with the distribution of the original production. That is, where so much is taken from the original as to lessen its value, infringement exists.

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It is not only the quantity, but also the value, of material which is to be considered. A person might, by a comparatively small infringement, extract all the vital elements of an original work.

In the case of a picture, infringement is not excused because important details are changed from left to right, or vice versa, or because the later work is done in a different medium than the original. A line drawing may be an infringement of a painting. Nor is infringement excused because the later work is an improvement on the original. Also, the fact that an infringer credits the source from which the matter was drawn, as by stating, "with apologies to ———," or "after ———," or any similar acknowledgment, does not excuse the infringement.

No infringement can be justified by the failure of the owner of a copyright to object on learning of the infringement.

42. How to Justify Copying.—The only way to secure a valid permission to reproduce copyrighted matter is by written agreement.

43. Redress for Infringement. — Very substantial redress for injuries is guaranteed by the copyright law, which should be consulted.

So great is the law's encouragement to original, creative work of the sort that we have been considering that, even where copyright has not been secured for a production, or cannot be secured for a production, the rights of the original owner of the material, or his successor in interest, will be protected from unfair competition.

44. Publisher's Protection Against Unfair Trade. E. P. Dutton & Company published a series of books, each of which contained a poem or hymn, with illuminated initials and type adapted from ancient missals and with pictures in colors, some of which were copies of old masterpieces. After this series of books was found to sell well, a competitor produced an identical series, except that he resorted to a cheaper process that sacrificed some of the artistic character found in the original work. In consequence he was enjoined, the court

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remarking that the obvious purpose of publishing such copies was to trade upon the reputation which the Duttons had established for their series, and the fact that this competitor was able to sell his books at a lower price, instead of being a justification, was the very reason why a court should interfere, for no competitor should be allowed to take advantage of the expense and labor of the Dutton Company in producing and building up a reputation for its series of books.

45. No Monopoly in Idea. — Notwithstanding the breadth of protection by copyright and by the principles of fair trading, the owner of an original production, such as we have been considering, does not secure a monopoly of the idea which it expresses. Indeed, the same idea can be adapted for widely differing advertising needs. For example, the "before-and-after" idea could be used by a railroad by showing persons in northern cities suffering from a blizzard at the very moment when their neighbors, having visited a Florida beach, were rollicking in the surf; the connection between the two scenes to be suggested by a coupon railroad ticket, beginning with the name of a northern city and ending with the name of a southern resort. Again, the "before-and-after" idea could be used by a medicine company, showing a person in distress from rheumatism and afterwards in robust health, and in between these pictures another featuring a bottle of medicine.

46. Copyright Abroad.—Copies of the copyright laws of certain foreign countries can be secured by writing to the Registrar of Copyrights, Library of Congress, Washington, but it is advisable to consult a specialist in copyright in any attempt to secure copyright protection abroad.

PATENTS

47. Advertising Devices.—Where an advertising device consists of an original distinctive form, or has an original artistic decoration, it should be considered for protection under a design patent. A mechanical patent should be resorted to to protect a feature such as a hotel register so constructed as

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to hold advertisements inserted at the top and bottom and on the margin of each page, or any other new and useful mechanism.

48. New and Useful.—Every invention must be both new and useful to be entitled to protection by patent. The term **useful** covers any degree of utility, however slight, which is not frivolous, and which does not tend to injure the public health or morals.

By **new** is meant that the invention did not exist before, and that it differs from all other things in its structure, movement, or effect, because of the introduction of some new mechanical combination or principle, a substantial difference in principle and application, or a new mode of operation produced, and that it has been in public use less than 2 years. Where a machine was used for 2 years in a factory where the workmen were not pledged to secrecy, even though visitors were excluded, it was held that a patent could not be granted.

49. Meaning of "Art," "Process," "Method."—The term **art,** as used in the Patent Act, is synonymous with *process* or *method.* This is made clear by the following from one of the opinions in the telephone patent cases: "It had long been believed that if the vibrations of air caused by the voice in speaking could be reproduced at a distance by means of electricity, the speech itself would be reproduced and understood. How to do it was the question. Bell discovered that it could be done by gradually changing the intensity of an electric current so as to make it correspond to the changes in the density of the air caused by the sound of the voice. This was his art."

50. Process Not Patentable by That Name—Included in "Useful Art."—A *process* is not by that name patentable. It is included in the term *useful art.* An art may require one or more processes or machines in order to produce a certain result or manufacture. Where the result is produced by chemical action, or by the operation or application of some element or power of nature, or of one substance to another,

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such modes or methods are called *processes*. It is when the term *process* is used to represent the means or method of producing a result that it is patentable; and it will include all methods or means which are not affected by mechanism or mechanical combinations; but where the term *process* represents the function of a machine or the effect produced by it on the material subjected to the action of the machine, it is not patentable, since a man cannot have a patent for the function or abstract effect of a machine, but only for the machine which produces it.

51. Design Patent.—The term *design patent* covers an original design, whether it be a work of art, statue, bas-relief, design for prints or fabrics, or any original design, shape, or ornament, in any article of manufacture. Unlike other subjects of patent protection, such design must be artistic. Mere novelty or utility is not enough.

52. Caution.—Before expending any appreciable sum on an invention, one should consult a reliable patent attorney, as he can assist in saving much time and effort. One should have no fears about fully disclosing to counsel the nature of his invention for, before the Patent Office will grant any protection for an invention, the nature of that invention must be wholly made known, the very meaning of the word "patent" being "open," "disclosed."

53. Marking.—An article manufactured and sold under a patent must be marked with the word "patented," together with the date of issue, or the serial number of the patent. If this requirement is not complied with, damages for infringement cannot be recovered.

Where patent papers have actually been filed, and during their consideration by the Patent Office, an article may be marked "patent applied for." The use of either "patent" or "patent applied for" by persons not entitled to so mark their goods, is a misdemeanor. After the expiration of a patent, the term "patented" cannot be used, even though the article has

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been widely exploited in such a way as to make the term "patented" or "patent" a part of the name.

54. Important Consideration.—Quite the most important thing to consider before obtaining a patent is the marketing opportunity, the chance that one has to make money or gain some decided commercial advantage from using or selling one's patentable property, or one's patent rights. Many a clever invention has been lost because this requirement was ignored and one should be very wary of the advertisements of those who offer to market inventions upon condition that they are given the work of securing a patent. The two kinds of work do not necessarily go hand in hand, one being the work of a patent lawyer and the other of a business promoter or manufacturer.

55. Rights Assignable.—Rights to an invention may be assigned before securing a patent or may form the basis of an agreement for the promotion of an enterprise. Whether an employer is entitled to obtain a patent in the invention of an advertising man depends upon the agreement under which the relation exists or upon the custom in the trade.

TRADE SECRETS

56. Protection to Price Code.—Another kind of protection to the work of an advertising man is obtainable under the law relating to trade secrets, as was pointed out in a suit brought by a big advertiser to enjoin the disclosure of a secret code contained in copies of its catalog for use by traveling salesmen. The code was made up of letters, figures, and characters, and showed the cost and selling price of a wide variety of goods. This code was not inserted in catalogs reaching the trade or customers. Nevertheless, through a breach of confidence, a traveling salesman put one of the catalogs in the hands of a competitor. Upon the advertiser's demanding the return of the code, the competitor threatened to make it known to the trade and among customers. The court restrained him.

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LIBEL AND SLANDER

57. Distinction Between Libel and Slander. Another limitation upon, or guaranty of, an advertiser's freedom, however one views it, is the right of competitors and the general public to freedom from unwarranted attacks upon the character of a product or the reputation of an individual or business. Such defamations are known as libel or slander, according as they are written or printed or spoken. Because it is in tangible form, a libel is more severely punished than a slander.

58. Libel Per Se.—Libel more certainly involves malice, which is either actual or presumed, and often will be punished without proof of actual damages. In such cases it is spoken of as *libel per se.*

It is libelous *per se* to publish the statement that a certain person has left a concern's employ without notice, and that such person has taken business away. It is not libelous *per se,* however, to publish the mere statement that a certain person is no longer connected with the business. Of course, such a statement may be made under circumstances that would cause special injury. Where an advertisement of a patent medicine went on to say that a woman of over 70 years was bitten by a cat and was so affected by the poison that she had a tendency to imitate the actions of a cat; that she would get down on the floor and crawl around to catch rats; that then she would purr, mew, and do a great many things suggestive of a cat; and that she subsequently obtained a new lease of life from the medicine exploited, it was held that the advertisement was libelous *per se,* and damages could be recovered without proof of special injury to her reputation.

59. Credit Reports and Statements Regarding Business.—Business men are subjects of special protection by law, and any false report as to one's solvency, credit, or standing is libelous *per se,* even though the report originated with a mercantile agency or a collection bureau.

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In a libel regarding the business methods of the libelant's brother, was the statement that "an unscrupulous grocer of the same name, in the immediate vicinity or neighborhood, advertises 'Davey teas and coffees with a view to deceive the public, and may sell an inferior article." Similarly reprehensible is a written or printed reference to one as "a man of straw," a "demagogue," "a disreputable person," or the insertion of an advertisement under a heading which, with the matter in the advertisement, would tend to expose to contempt or ridicule the person affected thereby and ignorant of the fact that it was to be done.

It is not libelous *per se* to notify the public in writing or printing that certain persons are the only dealers in a certain commodity, nor to warn the public that a certain person has no connection with a particular concern. Of course, damages may be recovered if it is shown that such a publication was malicious.

60. Charging Another With Infringement, Etc. It is likewise libelous *per se* to charge a manufacturer with infringement of a patent or copyright, with counterfeiting or imitating another's products, trade-marks, or packages.

61. Comments on Another's Goods or Business Methods.—Great care must be exercised in referring to another's goods. Thus, the publication of a letter charging that the half-tones of an engraving house were unfitted for practical use, was held to be libelous *per se*.

Much more care must be taken in referring to another's methods of doing business. An advertisement beginning "Hints to Advertisers. This is from the fake implement trade journal, published at St. Louis," was held to be libelous *per se*.

62. How Words Are Construed.—In determining what is, and what is not, libel or slander, words are to be construed in the most obvious and natural sense. If expressions are ambiguous or involved, figurative or ironical, they are to be taken in the sense which may be fairly gathered from the context and from all the circumstances under which they

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were used. Words which are harmless in themselves may be libelous when the facts are known.

63. Use of "Alleged."—A libel will not be excused because it contains "alleged" or other qualifying terms.

64. Punctuation.—Punctuation may be the material feature in a libel. For instance, a mere dash was held to have given to one "a personification, intensified, of all the meanness which the previous language expressed," that language being, "the respected gentlemen of the board of health wanted something done in the line of spying and sneaking, meaner and dirtier than they had the face to ask the police department to do—and so they went to Colonel Byrne."

65. Other Considerations.—The title or heading of an article likewise may govern its character. Also, the location of an advertisement, as in a certain column or section of a newspaper, may be material in determining whether matter is libelous. Also, libel or slander is never excused merely because it does not refer directly to a particular person. It may be shown that even in a general reference to a class of persons, a certain individual was intended. So also the use of initials, or a misspelled, fictitious, or assumed name will not excuse a defamation.

66. Justification.—In justification of a defamation, it may be shown that it is true or that it was authorized by the one aggrieved. In some states, particularly in criminal actions, it is necessary to show not only that the defamation was true, but that it was published for good motives and for justifiable ends. This rule springs from the maxim that "the greater the truth, the greater the libel."

A defamation always has a twofold effect: the disturbance of the public peace, and the stirring of the feelings of the one against whom it is directed. It is no defense of a defamation that the words did not convey the meaning intended or that they were used merely in jest. Nor will drunkenness excuse a defamation.

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67. Damages Recoverable.—The amount that may be recovered as damages is unlimited, being left entirely to the discretion of a jury.

68. Who Liable.—The liability for damages from a defamation attaches to all who are connected with its publication, unless it is shown that they acted innocently.

69. No Recourse.—The publisher of a libel has no recourse against the author for indemnity, even though he may have entered into an agreement to that effect. Consequently, if the advertising manager of a newspaper allows an advertiser to persuade him that certain copy is not libelous, and that his publication will be defended from any suit which may result, the paper publishes the copy at its own risk, for the agreement with the advertiser cannot be enforced.

FRAUD

70. Statutory Regulations.—Akin to libel and slander is fraudulent advertising, regarding which there are statutes in nearly all the states. There are also federal statutes regarding the fraudulent use of the mails. The federal government also specifically prohibits, under penalty, the publication of paid reading notices in newspapers and periodicals, unless so plainly marked as advertisements that they can be recognized as such by the casual reader.

71. Responsibility.—The civil responsibility for false representation may be said broadly to rest upon every person who participates in it, whether their participation involves the actual making of the misrepresentation or a silent approval, when it is within the person's power to prevent the misrepresentation. Thus, an advertisement writer or artist, together with a printer and publisher, may make himself liable for damages in serving an advertiser, even though he neither derives nor expects to derive any benefits from a false representation. A partner and an employer are responsible for false representations made within the scope of the partnership or

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the employment, whichever it may be, even though he may be ignorant of a false representation having been made by his partner or by his employe.

72. Customer May Rescind or Sue for Damages. A contract grounded in fraud can be rescinded, or form the basis for recovery of damages, in which case a customer can show that the false statement was made to the customer, to an agent who was expected to and did communicate such information to the customer, or that the statement was made to the public generally, or to a class of which the customer formed a part. Such statements have been made on labels, in prospectuses, and through substantially every form of advertisement.

73. Representation Need Not Be the Sole Inducement.—It is not necessary that a representation be the sole, or even the chief, inducement which brought about a sale. It is sufficient if it is material.

The materiality of a representation depends upon the circumstances of a particular transaction, and upon whether the representation concerned facts directly connected with the article or service exploited, and having the pulling power, or forming the inducement of the advertisement, without which an order would not have been given. An instance was the representation that a set of books, "The Messages of the Presidents," was being published and sold by a committee of Congress, who had designated the person to whom a letter was addressed as one of the limited number to whom the work would be offered in a certain community, when, in fact, the books were being published and sold broadcast by a private individual, not the editor appointed by Congress, nor one in any way connected with that body or authorized to act for it. Another instance was where an advertisement stated that a complete series of books would be delivered before a specified date, and none of the books were then in course of actual preparation, and the advertiser had every reason to believe that they could not be completed before such date. Another instance was where an advertisement contained a cut which a

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reader of the surrounding text might naturally infer to be that of a person connected with the advertiser. Especially was this within the rule when the cut led a customer to believe in the ability of the advertiser, but, in fact, the cut was that of a person who had never lived. Such false representations are familiar to advertising men who have examined closely into the publicity of certain medical concerns.

74. Use of Insignia, Etc., of G. A. R., Loyal Legion, Masons, Red Cross Society, Etc., Limited.—Statutes in the various states provide that no one not a member of the Grand Army of the Republic shall wear the uniform or insignia of that body in soliciting aid. And, of course, it would be a fraudulent representation to make a cut of a person which would convey the impression that he is one of the G. A. R., when, in fact, he is not. This rule would apply to like misuse of the uniform and insignia of the Loyal Legion, the Masons, and other fraternal and military orders. The trade-mark of the Red Cross Society is also denied to all except those authorized to use it.

75. Advertising of Fire, Bankrupt, and Similar Sales, Also the Obtaining of Money Under False Pretenses, Forbidden.—By statute also many of the states have forbidden the fraudulent advertisement of fire, bankrupt, and similar sales, and all have forbidden the obtaining of money or goods under false pretenses, through the use of tokens, devices, and the like, the punishment of these offenses being by fine or imprisonment, or by both fine and imprisonment.

76. Use of "Company," "Corporation," "Works," Etc., by an Individual or Unincorporated Association, Prohibited.—To prevent an individual or an unincorporated association from assuming a corporate name and obtaining larger credit, statutes exist in several states providing a penalty for such false representations. It is not necessary that the word "company" or "corporation" be used to violate the law, for so comprehensive is it as to include "works" in such a name as "Ætna Iron Works."

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Not only is a violation of such statutes subject to a penalty, but it bars the violator's adjustment of claims and other rights in court.

77. Deception of the Public.—One cannot be too careful to avoid the slightest deception of the public. One of the temptations which confronts the advertisement writer is to become too optimistic when preparing a prospectus. Not infrequently prospectuses contain false representations as to the power conferred by a charter, or the liability attaching to a subscription for stock, and when they contain misstatements or a concealment of facts, or ignore the relation of trust or confidence between the advertiser and the person acting upon his representations, they are apt to get one into serious trouble.

78. Relation of Trust.—A relation of trust or confidence exists when an advertiser has reason to believe that a customer relies on his information and judgment, and there is no dealing at arm's length.

79. Disclosure of Defects.—An advertiser is ordinarily under no obligation to point out apparent defects in personal property offered for sale, when the customer has an opportunity to inspect it; nor to give intrinsic facts affecting the value of the property which are equally accessible to the buyer, but he must disclose hidden defects in the property and his want or imperfection of title. Moreover, his disclosure must be complete, for while a partial disclosure may be true so far as it goes, what seems a trifling omission can make all the rest false. If an advertiser knows of just enough facts to suggest that he investigate further, he is chargeable with full knowledge of the truth or falsity of his advertisement.

80. Laws and Ordinances an Advertising Man Should Have.—State laws and the ordinances of cities deal with fraudulent representations concerning weights and measures, ingredients, fineness, and other standards of goods, and should be familiar to every advertising man. Through dis-

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regard of this caution several copy men, free from any dishonest motive of their own, have been severely punished. Copies of a State law can be obtained from the Secretary of State, and a city's ordinance from the City Clerk.

FORGERY

81. What Forgery Is.—When false representations involve the making or alteration of a signature or other writing with the intention of deceiving another, and thus secure something of value from or through him, it is called forgery.

82. How Committed.—A forgery need not be a faithful copy. In fact, it may be ever so bungling, so long as it deceives. Forgery may, indeed, involve quite another element, the use of the genuine, such as a signature, for the purpose of making the instrument to which it is affixed appear to be one executed by another person of the same name. One may even commit the crime of forgery by using one's own name in that manner and for that purpose, or may be guilty also through using a fictitious name as the signature beneath the cut of a person who never lived.

83. Extent of Responsibility.—A person not guilty of forgery itself may subject himself to punishment by publishing a forgery—an important point for the publisher, the advertising manager of a newspaper, or a printer to watch.

COUNTERFEITING

84. Akin to Forgery.—Akin to forgery is counterfeiting. It is a crime to reproduce a likeness of coins, postage stamps, bank notes, bonds, and other forms of obligation of this country and of foreign countries.

85. All Participating Are Responsible.—The responsibility for counterfeiting extends to all who in any particular participate in it.

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Secret service officers spare no one. Not long ago the United Cigar Stores Company at Scranton, Pennsylvania, was surprised by the seizure of two thousand postal cards bearing embossed representations of United States currency, with the words "To encourage early Christmas shopping there will be a double certificate day," naming it. In any case which suggests a violation of the counterfeiting law, secret service officers are likely to destroy designs and plates, interfere with one's publicity plans, and to make embarrassing investigations.

USE OF THE FLAG

86. Use in Advertising Discouraged.—The use of the flag in advertising is regulated in most of the states by statutes, which should be consulted. It is unlawful to use as a trade-mark either the flag or the coat of arms or other insignia of the United States, or of any state or municipality or foreign nation. In upholding a state law which prohibits the use of the flag in advertising, the United States Supreme Court remarked that, "A State will be wanting in care for the well-being of its people if it ignores the fact that they regard the flag as a symbol of their country's power and prestige, and will be impatient if any open disrespect is shown toward it."

LOTTERIES

87. In Violation of Postal Laws.—Lotteries and similar enterprises offering prizes, dependent upon lot or chance, including "guessing" or "estimating" contests, as well as drawings and raffles of every kind, whether for private gain or in aid of charitable, educational, or religious objects, so long as the consideration is money or its equivalent, are in violation of the postal laws. Endless-chain enterprises, designed for the sale or disposition of merchandise or other things of value, through the circulation or distribution of "coupons," "tickets," "certificates," "introductions," or the like, are held to embrace the element of a lottery and to be fraudulent.

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88. Lotteries Under State Laws.—Under the laws of the states, to constitute a gift, prize, premium, or other reward a lottery, there must be a payment or surrender of money or its equivalent by the competitors therefor. As was said in a recent case: "It may be safely asserted as a result of the adjudged cases that the species of lottery the carrying on of which is intended to be prohibited as criminal by the various laws of this country, embraces only schemes in which a valuable consideration of some kind is paid directly or indirectly for the chance to draw a prize."

89. Instances.—The distribution of prizes by lot to the holders of tickets given to subscribers to a newspaper has been held to be a lottery scheme; likewise the selling of candy in boxes, each box containing a prize, and the selection of the boxes being left to purchasers. An advertisement that on a certain day a dealer would give purchasers of his goods guessing nearest the number of beans in a glass globe in his window a gold watch was held to be criminal. This rule is not of universal application, for it has been held that a statute prohibiting the sale or disposal of any article of food on the inducement that anything else will be delivered to the purchasers as a gift, prize, premium, or reward was unconstitutional.

90. Wide Discretion of Postmaster-General.—It is quite inexpedient to illustrate the various limitations upon contests shown by cases which have been before the courts and the Post-Office Department. Particularly is this so because of the wide discretion reposed in the Postmaster-General, which, in most instances, is not open to review by the courts, except upon a showing that he acted maliciously, fraudulently, or in excess of the authority delegated to him by Congress. To illustrate: Not long ago a class journal advertised through certain metropolitan dailies that it would give a specified sum as prizes to the persons who would pick the winning horses in a forthcoming race. To entitle a person to enter this competition, he had to send a subscription to the class journal. Upon the matter being referred to the Post-Office Department it was

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decided that there was no violation of the law concerning lotteries, because in picking a winner a certain amount of skill was necessary, based upon a familiarity with the pedigree and the training of the several horses in the race, enough skill largely to offset the element of chance, which, it will be remembered, is one of the two essentials in the offense of gaming. In another case, upon similar facts, the ruling might be different; and, consequently, postmasters and other subordinate officials of the department are not allowed to advance opinions regarding the legality or mailability of certain matter, but must defer to their executive head.

FOOD AND DRUGS

91. National Food and Drug Laws.—Another offense an advertising manager should avoid is the advertising of any substance intended for food, which is poisonous or otherwise injurious to health. By a federal law the manufacture, sale, and transportation of adulterated, poisonous, deleterious or misbranded food, drugs, and liquors are prohibited.

By an amendment to the federal law, a drug is now considered to be misbranded "if its package or label shall bear or contain any statement, design, or device regarding the curative or therapeutic effect of such article or any of the ingredients or substances contained therein, which is false or fraudulent."

92. State Laws.—Most of the states have statutes similar to the federal law, though not at all uniform, and they therefore make a compliance with their several provisions difficult for a concern with a business extending over the entire country. It is here that a lawyer's services are desirable, if not necessary, particularly a specialist in writing the matter for labels.

Among the offenses which it is most desired to stamp out is the advertising of certain drugs designed exclusively for women.

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OBSCENITY

93. Severely Punished.—To make and advertise any obscene booklet or other form of advertising is a public offense. So severe is the law that a publisher was fined for circulating pictures of women in union suits. Indeed, the courts have gone so far in stamping out obscenity in advertising as to uphold a state law which provides that a board of registration may revoke the license of a doctor who inserts an advertisement regarding certain diseases. So far as obscenity is concerned, it is just as offensive to send matter by express as by mail.

Public opinion as to what is obscene in the display of the human form has been undergoing a change, so that advertisements containing pictures of models displaying underwear, etc., are now circulated without objection. In case of complaint regarding such, much would depend on the view taken by the courts regarding the purpose and effect of the illustrations.

MAIL

94. Postal Laws and Regulations.—What matter is mailable and what is not is set forth in a book called "Postal Laws and Regulations" and in the supplementary matter found in the "Official Guide," which every advertising man should have in his files.

These two publications outline all the postal offenses and go into every detail regarding the use of the mails, such as how to pack matter, permissible enclosures, rates, etc., besides suggestions which will help an advertiser to avoid giving offense to foreigners, as so many persons ignorant of these details have done.

Of special interest to advertisers are those sections of the Postal Laws and Regulations referring to the use of the mails to advertise or promote lottery schemes, gift enterprises, or any fraudulent business.

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BILL-BOARDS, DODGERS, ETC.

95. Because of a tendency to diminish an appreciation of natural beauty, and injuriously to affect the public morals and health, advertising by matter printed on or affixed to rocks or other natural objects, fences, buildings, and other structures is prohibited by statutes in several states, unless the advertiser secure authority from the owner, or from certain public officials if the matter is to be placed along a highway or in any other public place.

96. Highway Regulations.—An advertising man who is using fences, barns, bill-boards, bulletins, dodgers, sky signs, and the like, should carefully study the state laws and ordinances in the territory he is about to enter.

97. Regulation of Window Washing, Etc.—Advertising men should also be familiar with local regulations regarding washing of display windows and the piling of shipping cases in front of a store.

CONTRACTS

98. A Subject Frequently Encountered.—One of the subjects that an advertising man will very frequently encounter underlies his own employment, and has to do with his buying of space, preparation of copy, transactions with an advertising agent, and the sales which flow from his work. It is the subject of contracts.

99. What a Contract Is.—A contract is not necessarily a written instrument, but is any agreement between two or more persons, not under legal disability, to do or not to do a particular act for a consideration. It may be expressed by words or implied by conduct, as where one continues, without objection, to receive a periodical sent to him through the mails, when the law will compel the payment of a fair subscription price.

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100. Mental Capacity.—Before there can be an agreement of minds there must, of course, be the mental capacity to realize what is transpiring; and because this capacity is wanting in insane and drunken persons, they cannot be forced to fulfil a contract.

The drunkenness referred to is not mere mental exhilaration, but such a condition as to paralyze the understanding.

101. Minority.—Persons under age cannot be bound by contracts, except for necessaries of living, and whoever enters into an agreement with such a person does so at the risk of its being repudiated. If, however, after the person reaches majority, he ratifies the contract, it may be enforced against him.

102. Married Women.—Formerly the individuality of a married woman was merged in that of her husband, and she had no legal capacity to make or enforce a contract, but in most states she is now as independent in this respect as an unmarried woman. She can also bind her husband for necessary living expenses. In that case, she becomes jointly liable, although for her other contracts she is individually liable. What is included in necessary living expenses depends upon the social position and means of the individuals.

103. Essentials of Agreement.—An agreement of minds must be voluntary, and not the result of fraud or force. It must also comprehend the whole contract and not merely a part of it; that is to say, if a proposition is made to you involving several features, you cannot accept some and reject others, and expect to hold the other party, unless he accedes to your demand. Assent must ordinarily be made known, but it may be presumed from circumstances, as where one signs an order, particularly when its contents have been called to one's attention. A mere mental determination to accept an offer, not indicated by any act, will not bind any one. An offer to be binding must be accepted within a reasonable time. It may be revoked in the same way or through the same medium as the offer was made.

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104. Formalities.—Where an agreement is reached, the mere fact that it is to be expressed in a formal document does not make its enforcement dependent on that act, unless the parties make such act a condition precedent to its taking effect. Then, the fact that an oral contract is to be reduced to writing makes it incomplete until executed by delivery of the writing. Were it not that it is generally easier to prove an agreement when in writing, such form would usually have no greater legal effect than a verbal agreement; but where, by its terms, an agreement is not to be performed within a year, or where it relates to the sale or exchange of land or to goods of a specified value, or is a guarantee to make good the failure of a third person to pay a certain obligation, or is made in consideration of marriage, it is unenforceable unless in writing.

In Arkansas, Maine, Missouri, and New Jersey, the specified value which marks the minimum limit when agreements for the sale or exchange of goods must be in writing is $30; in New Hampshire, $33.33; in Vermont, $40; in California, Idaho, Montana, and Utah, $200; and in all the other states but Florida and Iowa, which set no limit, $50.

105. Technical Words.—Technical words in agreements are not necessary except in contracts concerning real estate, and it is by no means advisable in the average case that a written agreement be formal; indeed, the simpler, clearer, more direct statements in letters and telegrams are preferable.

106. Signatures.—Except in the case of notes, checks, and drafts, and the classes of contracts which, as has just been pointed out, can be enforced only when in writing, the signature of the party to whom a memorandum of agreement is delivered is unnecessary, if he has already done all that is required of him.

Nor is it necessary that a signature be in ink. It may be in pencil, or even printed or stamped, so long as it is clear that the person who is represented by it intended to be bound by it.

Recently finger imprints have been found more individual than signatures, and are accepted in lieu of, or in addition to,

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signatures by many banks and certain commercial houses, particularly those dealing extensively with a foreign element.

A signature may consist of a mark, initials, or a mere Christian name or surname. It may be made by a third person, if such act is authorized or ratified by the person to be bound.

107. Consideration.—The consideration or inducement of a contract must be valuable, and not merely moral, except in case of the revival of a debt, or a debt discharged in bankruptcy, or where a child upon becoming of age ratifies his previous contracts. To be valuable, a consideration need not be in the form of money, though it is usually, but not necessarily, something measured by that standard. The act to be done or foreborne, for the consideration, must be certain, fair, and legal. It may however, be subject to conditions upon which its beginning or ending rests.

108. Voidable Contracts. — Contracts entered into through fraud, duress, or mistake are voidable, provided those features are material, and influenced the action of the one imposed upon.

109. Void Contracts.—Contracts which involve or have for their object a violation of the law are not merely voidable, but absolutely void, and cannot be enforced. Among contracts of this nature are those which contemplate the infringement of rights in property such as those protected by copyrights, trade-marks, patents, and secret processes. Other illegal contracts are those which contemplate a breach of confidence; those which improperly encourage litigation; those which encourage divorce and other breaches of domestic relations; those which induce indecency; those which are directed toward an impairment of the public service; those which involve unlimited restraints of trade and unlimited restraints upon the disposal of property; and those which are involved in or tend to promote combinations to stifle competition.

110. Intention of Parties.—It is immaterial that parties do not intend to accomplish an illegal or immoral end,

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for they may be ignorant of the law, and ignorance of the law excuses no one.

111. Divisibility and Indivisibility as a Test.—If a contract admits of two constructions, one showing an illegal, and another a legal, tendency, it may be enforced. Where, however, there are provisions of a contract which depend one on the other, and cannot be separated, the presence of illegality in one provision taints the whole contract with illegality. When the contract is divisible, courts will enforce the parts that are legal.

112. Relief From Contract.—If an illegal contract is carried out, so that nothing further can be done in pursuance of its terms, no relief can be granted to the one imposed upon, except sometimes through cancelation of instruments such as deeds, mortgages, etc. When an illegal contract is yet to be carried out, it may be ignored as completely as though never made.

113. Agents.—Third persons dealing with an agent do so at their own risk. They cannot rely upon the agent's representations, but must be sure that the act of the agent is identical with that authorized, or that it is subsequently ratified.

A mere description of the relation which the signer of a paper sustains to another, as "John Jones, Agent of," etc., without an indication that he signs in a representative capacity, or for another person, as would be indicated by the signature "Advertisers' Magazine, by John Jones, Agent," is not sufficient to bind the principal or to exempt the agent. When the signer of a paper has authority to act for another, and signs his own name only, he alone will be liable, even though it appears in the body of the document that he represents another.

It is not essential to the validity of an instrument that the agent's name appear, and he may sign the name of the principal only. As a matter of convenience in preserving evidence, it is well, however, to have the names of all persons who participate in its execution appear in or on the instrument itself.

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114. Alterations.—If, before a written contract is performed, a material interlineation or other alteration is made in it, the contract is unenforceable. When interlineations or other alterations are made in an instrument before its execution, it is advisable to write just above the signatures, "*Interlineations (or alterations) made before signing," and have each of the parties make a star before his signature, referring to the star before that statement.

EMPLOYMENT

115. An Advertising Man's Power.—An advertising man's power to bind an advertiser to the fulfilment of obligations is largely governed by his status.

When a partner is acting as advertising manager, he has power to bind the firm in all matters within the usual scope of its business, unless limitations have been imposed by the articles of copartnership, and made known to persons dealing with the firm.

As a director of a corporation, an advertising manager has no individual power to contract in its behalf, unless specially empowered by the directors acting as a body—a "board," as it is called.

The ordinary affairs of a corporation, among which advertising is included, may be looked after by the president without express authority, and, if he deems it advisable, he may appoint or employ others to help him in that direction. If, without authority, the secretary or other officer than the president exercises such supervision for some time; if, in other words, he is held out as having authority, the corporation is bound by his acts within the usual scope of advertising work; and even though by-laws require certain contracts to be in writing and executed in a particular way, persons dealing with the officer or agent in good faith may ordinarily assume that all formalities have been complied with.

If an advertising manager, or other person performing his duties, exceeds the authority vested in him, he will be liable to the extent pointed out later.

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Advertising managers, by that name, generally come under the legal designation of "employes," because they are usually employed to render service under the direction of one who has the right to disapprove of the service and the power to discharge.

The control over an advertising manager need not be by the master or employer—that is, the advertiser, himself—it may be by another servant, or employe, the sales manager, for instance, acting for the advertiser.

116. Term of Service.—Except in Colorado, Illinois, Missouri, and New York, where the doctrine has recently been questioned, the term of service of an advertising manager or other employe is presumed to be for the time adopted as the basis of the salary or wages, in the absence of a usage or custom of trade, or of the place, the conduct of the parties, or other evidence disclosing a contrary intention. This principle is supported by a statute in California.

For example, where one is to be paid at a yearly rate, the hiring is presumed to be for a year; where the employe is to be paid at a daily rate, the hiring is presumed to be for 1 day; and where he is to be paid by the piece, the hiring is presumed to be for an indefinite time.

Where one was employed by the month, and told his employer that he wished a more permanent arrangement, and an amount per year was agreed upon, payments to be semi-annually, it was held that a hiring for a year might be presumed. So where one was employed "at a salary of $1,500 a year," payable in weekly instalments, a hiring for a year was inferred.

Where the employer telegraphed the employe that he could offer him employment at $65 per month, and that the job would last all the year, there was, upon acceptance, a hiring for a year.

Where an accepted offer of employment concluded, "and if you give me satisfaction at the end of the first year, I will increase your salary accordingly," it was held that a yearly term was created.

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The very fact that there is no universal usage or custom fixing the duration of a contract by the arrangements regarding payment of salary or wages renders it advisable that employers and employes should definitely settle the point at the time an agreement is made.

117. Usage or Custom.—A usage or custom to be effective must be known to both employer and employe and enter into and become a part of the contract.

118. Continuing After Term Has Expired.—Where a fixed term of employment has expired, and the relation continues, the parties will be held to have renewed the contract, but the term cannot be for more than a year without a further tacit renewal because, as has been pointed out, contracts not to be performed within a year must be in writing.

119. Where Term Depends on Mutual Satisfaction.—Where an advertising manager or other employe engages at a fixed salary only so long as both he and his employer are satisfied, he may end the relation at any time, and recover at the agreed rate for the period of actual service. If, however, both the salary and period of service are fixed, an employe cannot ordinarily end the relation without sacrificing the salary.

120. Interruption of Work.—Where one was employed for a given time at a specified sum, but during 4 weeks of that time did not work, because the business had been interrupted by fire, though ready and willing to work, the employer was bound to pay the agreed salary during the agreed time.

121. Quitting Employment.—An employe may quit an employment and recover at the agreed rate for the period of actual service where:

1. The advertiser, or the person to whom the advertising manager or other employe is subordinate, neglects or refuses to furnish work, or in some other way makes impossible the fulfilment of the contract by the employe.

2. The advertiser has failed to pay an instalment of the compensation agreed upon.

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3. Unforeseen sickness, accident, or death interferes with or makes impossible further service.

4. Conditions have arisen which change the nature or character of the employment, or threaten the loss of compensation.

5. The employer threatens the employe with personal violence.

Where by the terms of a contract, an employe is required to give his employer a specified notice of intention to quit, he must do so in order to recover compensation for the period of service. If the notice is required to be in writing it must be given in that way, unless the employer waives the formality; but even then it is better to live up to the letter of the agreement, and have the tangible evidence. A prudent employe will, of course, save a copy of his notice.

122. Exclusive Service.—Usually where an advertising manager is engaged for a fixed compensation, his employer is entitled to his exclusive service within the scope of the employment. Notwithstanding the fact that the employe does extra work, he is not entitled to extra compensation, without an express agreement therefor.

123. Contingency.—Where it is agreed that compensation is to depend upon a contingency, the success of an enterprise, or something of that sort, there can be no recovery until the contingency arises.

124. When Wages Are Payable.—Where an employe is engaged to do work by the day, month, or year, and nothing is said as to the time of payment, his wages are payable at the close of each day, month, or year, as the case may be, in the absence of statute to the contrary.

125. Discharge.—An advertiser or other employer may discharge an employe, and thus terminate the contract of employment for good and sufficient cause, such as intoxication, accepting and soliciting bribes, insubordination, disclosing the secrets of the business, incompetence, habitual neglect of duty, improper deportment towards customers and employes,

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entering into competition with employer, misappropriation of funds, and other illegal and immoral conduct.

To constitute a discharge the employer's desire to terminate the relation must be so expressed as to leave no doubt in the mind of the employe. No particular form of words is necessary; nor is it necessary to assign a cause, although it is necessary in the event of suit, to prove a good and sufficient cause.

126. Resignation.—A resignation tendered by an employe and accepted by the employer is, in the absence of duress, fraud, or mistake, a binding contract, and ends the employment. Duress in such a case is a threat or "pressure."

A resignation tendered after the employer had threatened to discharge the employe if he refused to resign, is held to be a voluntary resignation, and cuts off an employe's rights to recover damages for a wrongful discharge.

127. When Employer Changes Terms of Resignation.—If an employe tenders a resignation which the employer accepts, but with a change in the time or other conditions upon which it was proposed to take effect, the employer's act constitutes a discharge; and, unless the employe accepts the altered terms, it is advisable for him to reply in writing, preserving a copy of the letter or memorandum, that he, the employe, *shall* (not *will*), comply with the employer's instructions, or follow his wishes, whichever form seems more fit, and withdraw from the service of the concern at the time mentioned by the employer, but in doing so, he, the employe, reserves all his rights under his contract of employment, which he is ready, willing, and again offers to fulfil.

SPACE AND COPY

128. Declining Copy.—A newspaper, magazine, or other periodical may decline to publish copy which is misleading or which relates to a business that it deems injurious to public morals, and as to this it may be the sole judge in the absence of a conspiracy or of malicious or other improper

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motives. It may also decline to publish copy when an advertiser has no commercial rating, or the rating is such as not to warrant extension of credit.

129. Care and Diligence.—A newspaper, magazine, or other periodical is not an insurer of the accuracy of the advertising it carries, and is responsible only for reasonable care and diligence. This does not excuse negligence, and where, through a lack of reasonable diligence, a publication fails to insert an advertisement which it agreed to run, or through a lack of reasonable care publishes a typographical error, it is responsible to the advertiser, provided he is not guilty of contributory negligence. To illustrate: Where a furnishing goods store put on sale men's hats at $2.75, and notwithstanding the copy was correct and legible, besides being furnished in ample time to allow of proof-reading, the price as published was $.75, the publication was liable to the advertiser for the payment of $2, on each hat sold, or the difference between the amount shown on the copy as furnished and as published; provided the store acted in good faith and did not try to take advantage of the error, by suggesting to a customer for another article that he buy one of the hats at 75 cents, inasmuch as they were really intended to be sold at $2.75, but through a mistake of the publication were being offered at the lower price.

A publisher or other owner of space is also responsible to a reader of an advertisement for damages reasonably and approximately resulting from an error, misrepresentation, or other fault due to a lack of care and diligence on the part of the publisher or owner of space.

130. Interpretation of Various Contracts.—Advertising space is a commodity governed by the same principles of contract that apply to other property of a similar nature. It is bought for a definite time, with or without a reservation of the right of previous cancelation on notice, and for an indefinite time, subject to such cancelation, or till forbid ("t. f.," as the arrangement is called). By this arrangement an advertisement is to run until the publisher is notified to take it out.

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When space is bought for a definite period, the advertiser is not required to give the publisher or other owner of space notice to discontinue the service at the end of the contract term.

Nor in the absence of an express agreement is there any duty on an advertiser's part to remove advertising at the end of such term, as in a case where the use of the wall of a house was allowed for a given time.

Where space is secured for a given time, with the privilege of surrender by a given time short of the whole term, the advertiser must act upon his option before the expiration of the shorter term, else he will be bound to continue to the end of the longer term. This was held in a case where a contract was for a year, with the provision that it "may be discontinued in 3 months," and this privilege was not availed of until after the end of 3 months.

131. When Rates May Be Withdrawn.—A rate card of a publisher or other owner of space is like a price current, and at any time before a contract is consummated the rates and terms may be withdrawn; if these are not withdrawn, an order based thereon given by one of the persons for whom the card was intended would be binding on the publisher or owner of space, subject, of course, to the reasonable rules and regulations which he had adopted for the protection of his business.

132. Caution.—It is always well for a publisher or owner of space to safeguard himself by providing that no order or agreement shall be binding until accepted in writing by a specified officer. In a case where this was not done, the solicitor for a publication bound it to an agreement with an advertiser whereby copies of the publication, containing certain market reports, were to be mailed once a week to a list of customers and prospects of the advertiser for the mere cost of the copies. Under such an arrangement the publisher could not mail such copies at the rate of a cent a pound, as the solicitor supposed, but had to pay a cent for four ounces, and lost all the profit that the arrangement might have afforded.

133. False Representations.—False representations regarding the character and extent of a publication, or as to

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the size and location and probable reading that a bill-board, street-car card, or other medium gets, renders a contract based upon it voidable at the option of the buyer of space. In a few states, statutory provisions render the making of false circulation statements a misdemeanor.

134. Technical Terms.—In the absence of an agreement or of rules and regulations of a publisher or other owner of space actually or impliedly brought to the notice of an advertiser, technical terms applied to advertising service and copy are interpreted according to the usage of trade.

In bill-board parlance **listed and protected service** means that the advertiser will secure the very best locations, and a showing is guaranteed upon all spaces used during the life of the contract, new posters promptly replacing torn or defaced ones. **Chance may offer service** means that posting is done wherever space is available, no guaranty being given as to the time they will remain on the boards. They may remain months; and again they may be covered in a short time, all owing to the demand for space.

Among publications **t. f.** (till forbid) means let the advertisement stand until ordered out; **e. o. d.** means every other day; **e. o. w.** means every other week; **r. p.** means run of paper; **n. r. m.** means next to reading matter; **t. c. n. r. m.** means top of column next to reading matter. Where the requirement is that copy be inserted **t. c. n. r. m. or following,** the latter provision is usually held to mean *next following,* that is, imediately under; although it is best to use the qualification *next* or *immediately.*

By **flat rate** is meant that the charge for advertising is not governed by discounts because of the size of the copy or the frequency of its insertion.

By **open space** is meant space that admits of a change in size and contents of copy and is to be distinguished from the invariable space used for a *standing card.*

135. Short Rating.—Where a given amount of advertising is to be used within a certain time, a wholesale price is usually secured, except where a flat rate or a uniform price

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per line prevails regardless of the amount of space to be used. When less than the amount of advertising contracted for is used, it may, by agreement but not otherwise, be charged for on the basis of the rate applied to the less amount, that is, be *short rated.*

CHECKS

136. Presentation.—A check should always be presented for payment within a reasonable time, and the circumstances of each case determine what is a reasonable time.

Where the holder of a check and the bank on which it is drawn are of the same city, it must be presented for payment the same day it is received, or at most the next day, in the absence of special circumstances excusing delay.

If the bank and the holder of the check are in different places it must be forwarded on the day after it is received; and when sent to a representative for presentment at the bank, he must act not later than the day after.

When a check is received after banking hours it may be presented for collection on the following day, and presented for payment the day after that.

A check received on Saturday may be presented at any time before the close of banking hours on Monday.

137. No Funds.—If the drawer of a check has no funds in a bank and no reasonable expectation that it will be honored, the giving of a check is a fraud, and it need not be presented to preserve the rights of the person in whose favor it runs. If, however, the drawer reasonably expects that the check will be paid, the holder of the check must present it for payment. A reasonable expectation might arise when the drawer has an open account, and is not aware that it is overdrawn or that his bank will not credit him.

138. Overdrafts.—Banks cannot ordinarily recover money advanced, and need not make an entire or even a partial payment on credit; consequently, reliance on credit being extended, without an agreement, is not well founded.

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139. Extension.—The time for the payment of a check may be extended by agreement, and this will determine whether a delay is reasonable.

140. Indorsements.—Where a check is made payable to bearer, or to a specified person or bearer, simple delivery passes title without indorsement, except in Alabama and Illinois, where, by statute, indorsement is necessary. In view of this condition it is prudent not to indorse one's checks with the name only, where one is liable to lose them on the way to the bank. Rather should one indorse his name under the words *Pay to the order of* and the name of the particular bank, because, otherwise, in case of loss of the checks before being deposited, any finder could secure payment.

POSTAL MONEY ORDERS

141. Indorsements.—A money order may be paid upon a written order or power of attorney from the payee, as well as upon his indorsement. More than one indorsement on a money order is prohibited. One or more additional names, however, may be written upon the back of orders to identify payee or guarantee the genuineness of the signature of the payee or indorsee. If the holder is the second or any subsequent indorsee, to obtain the amount he must surrender the order and make application for a duplicate or a warrant to be issued in its place.

GOOD-WILL AND TRADE-MARKS

142. A By-Product of Advertising.—As a result of exploiting a product to which a trade-mark is applied, a good-will should attach to a business, and always will, if properly backed up.

143. Transferable.—Like other property a good-will may be bought and sold, mortgaged and leased, in connection with the business to which it relates; it cannot, however, be sold apart from such business.

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144. Carries Broad Rights.—When a business is sold, the good-will does not include simply the advantage of occupying the particular premises, but includes every possible advantage that has been secured by the previous owners of the business, whether connected with the premises, with a name or trade-marks, or with any other interest of the concern. Consequently, in buying the good-will of a business, one is entitled to receive and dispose of telegrams and mail addressed to the former concern.

145. Not an Independent Property.—As an abstract right, apart from the business to which it relates, a trade-mark cannot exist and, consequently, cannot be disposed of, the reason being that such transfer would be productive of fraud upon the public. In this respect it differs from a patent or copyright. But in connection with a business, it may be disposed of like other property. It constitutes part of the concern's assets, and is properly disposed of with other property.

For a trade-mark to pass under a bill of sale, it is not always necessary that it be specifically mentioned. Thus, where there was a sale by one partner to the other, of all interest in the firm, stock on hand, book accounts, money in bank, and all other property, whether on the premises or elsewhere, and it was agreed that the retiring partner would not carry on a similar business within a mile of the old stand, it was held that a trade-mark passed, notwithstanding it was not mentioned.

146. Taxable.—Good-will is taxable; and in case of a corporation, is considered a part of its capital stock.

147. Subject to Judicial Sale.—Good-will is not subject to sale on execution except in connection with a judicial sale of the business.

148. Fair Competition Demanded of Seller.—Where one sells the good-will of a business, he may, where no restrictions are agreed upon, reengage in a similar business. Good faith, however, requires that where one has sold the good-will of a business, he should do nothing which tends to deprive the

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purchaser of its benefits. He has no right, for instance, to hold himself out as continuing the business which he sold, or as carrying on the former business at another place. In a number of instances it has been held that the one who has disposed of good-will must not solicit any of his old customers personally or by representatives, or ask them not to deal with the old concern.

After the time within which one shall not reengage in business expires, the seller of good-will may reengage in business.

149. Rights of Partners on Dissolution of Firm. Upon the dissolution of a firm, the partner who retains the use of the old premises may advertise them as having been formerly occupied by it, naming the old firm, and, except where statutes forbid, either partner may advertise himself as being "formerly of" or "late of" the firm, using words that convey only the facts, and have no tendency to deceive or mislead the firm's customers or the public generally.

Where a retiring partner permits the old firm name (of which his own name forms a part) to be used, and makes no publication of the fact of his retirement, he cannot escape the liabilities of the firm when credit has been extended on a reasonable belief that he is still a member of the firm.

150. Good-Will of Deceased Person.—The good-will of a deceased person's business does not carry with it the right to use such person's name, for it is an asset to be accounted for by the personal representative of the deceased, and if he takes charge of the business, and conducts it as his own, he is chargeable with the value of the good-will.

151. Public Must Be Considered.—The sale of the good-will of a business carried on under a fictitious name or under a trade-mark gives the purchaser exclusive right to continue the use of such name or mark; but where the seller carried on the business in his own name, such right does not pass to the purchaser, unless it is clearly the intention of the parties. In any event, the use of the name by the purchaser of good-will must not mislead or deceive the public.

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152. Surname.—A surname may become impersonal when long associated with a business, and may pass under the transfer of good-will.

153. The Trade-Mark and Advertising Copy.—In all advertising copy there ought to be a certain individuality in form and dress, akin to a trade-mark.

Manufacturers, especially, must give far more thought to the features of their sales promotion which will guard against infringement and substitution, for there is an all too persistent tendency among dealers to confine their stocks, so far as possible, to articles bearing their own trade-marks. In many instances this tendency is due to unreasonable demands by manufacturers, which have made dealers ask themselves why they should be subservient to a manufacturer's advertising, and by pushing sales of a trade-marked product build up a reputation for someone else, gradually to forfeit an independent relation to their own customers. The weakness of such a position on a dealer's part lies in the fact that he cannot control the manufacture of the product, and beyond a financial guaranty, or warranty, cannot assure his customers that the quality of the articles will be sustained.

A trade-mark is the only real warranty of satisfaction, for if the article bearing it disappoints the consumer he will avoid that article in the future, and of course, if not as represented, he has a right to demand a refund of the purchase price, upon returning the article in a condition as near as possible to what it was when he bought it. There have been articles which have not sustained the reputation which first accompanied their trade-mark, but they have met the inevitable result of waning popularity.

154. Primary Purpose of a Trade-Mark.—It is clear then that the primary purpose of a trade-mark is to indicate who is responsible for the manufacture or sale of a product or commodity, and to distinguish that product or commodity from those coming from other sources.

It is not essential that such a mark include the name of the manufacturer, producer, or seller; in fact, it is often better

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that such name be omitted; but it is essential that the mark be so designed and used as to convey an individuality that will enable the consumer to identify the product or commodity, regardless of where or by whom it may be offered for sale.

155. Wide Variety.—Originally, trade-marks were in the form of simple devices and likenesses of animals and other natural objects, but now they also include marks, more or less elaborate devices, emblems or symbols, signatures, arbitrary or coined words, fictitious and suggestive names, and, subject to certain qualifications, numerals, letters, proper names, and names of businesses, publications, and locations.

156. What the Patent Office Demands.—Apart from commercial considerations, there are many legal requirements. If it is to be registered in the Patent Office, a trade-mark must be:*

1. A coined word, a dictionary word, or a name used in a fanciful, fictitious, or suggestive sense, or any one of about one hundred varieties of words, letters, numerals, symbols, signatures, portraits, and the like, singly or in combination, provided such trade-mark is:

(*a*) Not obviously descriptive of the nature, character, quality, grade, make-up, ingredients, materials, form, size, decoration, color, or appearance of the article, or of its label or package.

(*b*) Not the mere name of an individual, corporation, or association, and never the name, portrait, or signature of a living person, without written consent. Not the name, distinguishing mark, character, emblem, colors, flag, or banner of any institution, organization, club, or society. Not the emblem of the Loyal Legion, the Red Cross Society, the Masonic order, or of any military or fraternal body. Not composed of the flag, coat of arms, or other insignia of the United States, or any simulation thereof, or of any state, municipality, or foreign nation.

*Some of the following matter in regard to trade-marks was included in the Section on *Management of General Campaigns*, Part 1. It is repeated here in order to make the treatment of the subject of trade-marks more definite in this case.

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(*c*) Not a mere geographical name.

(*d*) Not the mere name of a building or business location.

(*e*) Neither identical with nor so similar to a trade-mark previously used for articles of the same nature that it may deceive or confuse unsuspecting purchasers.

(*f*) Not a misrepresentation in itself, or used on a label or in association with advertising, or an article that is so used.

(*g*) Not obscene.

(*h*) Not libelous; nor a violation of that veneration, love, or respect which is generally known to be associated with certain individuals, offices, and stations in domestic, religious, and public life.

(*i*) Not used in association with an article which is injurious to the public or in which trading is unlawful.

2. Affixed, printed, branded, or otherwise impressed upon or woven into an article, or its label or package, as a means of identification.

3. Actually so used in sales and shipments to customers in different states, in foreign countries, or among Indian tribes.

4. Owned by an individual or concern, domiciled in the United States, or by an individual or concern domiciled abroad able to comply with special conditions.

To some of these requirements there are exceptions, which can be learned only by recourse to the statutes and individual decisions of the courts. In no case is it wise to determine upon a trade-mark or to apply for registration without expert advice.

157. A Test.—The test as to whether a mark is descriptive is, "Will the public as a whole regard the mark as an arbitrary symbol denoting the origin and ownership of the product or commodity, or as an advertisement of some desirable quality."

Kodak is a good example of what is needed; created simply for trade-mark purposes, from letters arbitrarily selected from the alphabet. Until, by advertising, the Eastman Kodak Company gave it a meaning, it meant nothing. Now, one can hardly believe Kodak could apply to any other product.

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158. Suggestive Trade-Marks.—A trade-mark may, of course, be meaningless to the consumer, and yet have a meaning to its originator, as, for instance, *R-I-P-A-N-S,* which is made up of the initial letters in the names of the six ingredients of the tabules to which it is applied. And again, a trade-mark may, while arbitrary in form, be suggestive, as *Uneeda* and *Takoma,* used in connection with names of products, thus, *Uneeda Biscuit* and *Takoma Biscuit.*

159. Misspelling, Etc.—Misspelling cannot of itself render valid a trade-mark which would otherwise not be upheld, as, for instance, *Kid Nee Kure.* Merely hyphening, as *P-I-T-T-S-B-U-R-G P-U-M-P,* does not make a valid trade-mark. Nor will the use of peculiar lettering make a valid trade-mark of a surname, unless the letters are arranged in a fanciful and distinguishing style so that the peculiarities dominate the name and reduce it to a position of relative obscurity, or the name is combined with a symbol or a portrait.

A trade-mark not only must not be obviously descriptive of the product or commodity with which it is used, but it must not contain a misrepresentation of the origin, nature, character, quality, contents, or ingredients of such product or commodity. Here we find that the Patent Office is a powerful factor in eliminating questionable methods from advertising.

160. Geographical Names.—Geographical names cannot become valid trade-marks, except when they are used in a fanciful or arbitrary sense, as in case of *Vienna Bread,* a product known to be made in this country.

161. Personal Names.—As regards personal names, every individual is entitled to use his own name so long as it does not infringe the rights of one who has previously adopted the name as a trade-mark, by diverting the good-will of the public. Whether one is free to adopt such a trade-mark depends upon the facts in the case. In a suit brought by the purchaser of the business known as "Best & Company, Liliputian Bazaar," and located in New York, it appeared that the son of one of the original firm established a similar business

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in Chicago, and called it "A. S. Best & Company, Liliputian Outfitters, formerly with Best & Company, New York." Both concerns had mail-order departments, and advertised extensively. In reviewing these facts the court said that it was the evident purpose of the defendant to obtain the benefit of the advertising and standing of the original business, and enjoined the use of the name "Best & Company," with or without prefixes, and also the word "Liliputian" in connection with it.

The names *Rogers* and *RoDgers,* having the same sound, though unlike in spelling, the latter was held to infringe the former, which had been for many years previously applied to the same kind of articles, silverware, the mere capitalization of the "d" being insufficient to prevent confusion.

In the suit of the makers of Van Houten's Cocoa against the Hooton Cocoa and Chocolate Company it was held that there was no imitation of the complainant's packages, nor was there any evidence that the name "Hooton's" was adopted for any fraudulent or dishonest purpose; but was shown that it had a tendency to confuse purchasers, and that, in a number of cases, dealers had been deceived, and the Hooton Cocoa and Chocolate Company was restrained from so using its name unless accompanied by a clear statement that its cocoa was not Van Houten's.

Walter Baker & Company, Ltd., and its predecessors in business, have, since 1780, been engaged in the manufacture of cocoa and chocolate, which have become well known in the trade under the general names of *Baker's Cocoa* and *Baker's Chocolate.* In 1897 one W. H. Baker, who had then recently commenced the manufacture of similar products which were sold in unfair competition with the goods of Walter Baker & Company, Ltd., was enjoined from using the word *Baker* in connection with his products, except when accompanied by this statement in prominent display: "W. H. Baker is distinct from the old chocolate manufactory of Walter Baker & Company"; and such requirement has since been observed. More recently one Slack, a retail grocer of Chicago, advertised "Baker's" cocoa and chocolate, and when customers called for either by that name, they were given the W. H. Baker product.

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After suit was brought to restrain such unfair competition, by Slack's direction, customers were told: "We have two Bakers. Which do you want—W. H. or Walter Baker's?"

On trial Slack admitted that nine persons out of ten did not know which was which, and would ask for the best product, in which case they were given W. H. Baker's, on which Slack's profits were greater.

The injunction provided that Slack should stop advertising any product but Walter Baker & Company's under the name "Baker," and should stop supplying any other in response to requests for "Baker's goods," and on appeal the relief granted to complainant was still broader.

It must not be understood from the examples given above that somewhat similar articles cannot bear the same proper name, for where the names of two medicines are respectively "Brown's Iron Bitters" and "Brown's Iron Tonic," the name "Brown" in each case being justifiably used, and the bottles, wrappers, and labels employed by each party are different, it was held that there is no infringement.

162. Form, Size, Decoration, Color, Etc.—While the form, size, decoration, color, or method of construction of a bottle, box, barrel, package, or means of enclosure cannot be the subject of a technical trade-mark, yet such enclosures or containers are protected against infringement and substitution by the law of unfair competition.

163. Adoption and Use Essential to Trade-Mark Protection.—No rights can be based upon or grow out of a trade-mark until it is adopted and used.

164. How Adoption and Use May Be Made Known.—Adoption may be made known to the public by registration in accordance with either federal or state statutes, or both, or, in the absence of registration, by any statement or act which shows an intention to distinguish the origin and ownership of that particular article from the origin and ownership of all other articles of the same class or kind.

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165. Originating Trade-Mark or Merely Contemplating Its Adoption Not Enough.—It is not enough to originate a device, symbol, name, or other form of trade-mark, or merely to contemplate its adoption as a trade-mark for a certain article or class or kind of articles. It must be decided upon, adopted, and used.

166. How Soon After Adoption Trade-Mark Must Be Used Depends Upon the Circumstances of Each Case.—How soon after its adoption a trade-mark must be used, and how long that use must continue to give rise to vested rights, depends somewhat upon the circumstances of each case. However, in all cases it must be clear that between the moment of adoption and the moment of use there has not been either an abandonment or an intention in that direction, and that the use of the trade-mark has not been casual, interrupted, or for a brief period.

167. Use Must Be in Connection With the Article Itself or Its Packages.—Moreover, such use must be in connection with the articles to which it applies, or with the bottles, boxes, packages, or other enclosures in which they are contained. This use must be shown by stamping, printing, stenciling, branding, labeling, or in some similar manner impressing or affixing the trade-mark to the articles or their means of enclosure.

168. Use Must Not Be Confined to Advertising. Under the federal law and the law of most states the use of a trade-mark must not be confined to advertising matter for the reason that such mark coming to be known through use as indicative of an article on which reliance may be placed, the public must be enabled to trace the identity of the article sold or offered for sale to that advertised.

169. How Far Right to Use Trade-Mark Is Exclusive.—The right to use a particular trade-mark is exclusive in its application to articles of the same class or kind, or in the same business, but not to articles in another business.

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170. Registration.—When used, a trade-mark should be promptly registered, and at the same time evidence should be collected which will establish a concern's title beyond dispute, for at any time a concern is open to attack by competitors and by trade-mark pirates.

171. Different Rule in Other Countries.—The rules that have been here given in regard to trade-marks apply to the United States. In some countries, use of the trade-mark before an application for registration bars registration.

172. In Conclusion.—Trade-marks are seldom used with anything like maximum efficiency, although in the trade-mark are supplied two of the greatest needs of today—standardization and brevity. Advertising is remembered in terms of trade-marks.

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HOW TO ENTER THE PRACTICAL FIELD

INTRODUCTION

1. Whatever branch of advertising work the beginner may decide to enter, one of the first problems that he will encounter is that of selling his service. This problem seems to be a bugbear to most students of advertising. Usually they begin early to concern themselves about it and often fear that there will be no opportunity unless they have influential friends to intercede for them with employers. This fear is groundless. Every prominent advertising man was once a beginner without experience, and it may be put down as a fundamental truth that the young man or the young woman who becomes qualified to do some kind of advertising work well will sooner or later find a field.

The most important thing, elementary as this statement may seem, is that the beginner be really qualified to give some kind of good service. Too many beginners want to take positions before they are really competent to be of service in an advertising position. They seem to think that employers are ready to play the part of teacher, whereas employers are not looking for people on whom they must spend time, but for those who can save the time of employers—who can do some things better than the head of the business can do them.

There is no lack of opportunity in the business field today for those who become competent to plan, prepare, and handle successful advertising. It may not be easy at once to secure just the sort of position that one may prefer, but any sort of

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advertising work will increase the ability of the beginner if he concentrates on it and does his work thoroughly, and though he may not at first get into the berth of his choice, if he persists he will undoubtedly be able to land where he will have his desired opportunity.

The growth of advertising during recent years, both among manufacturers and among business men and retailers, has been a steady one. Today great corporations that a few years ago would have resented the suggestions that they should advertise are among the aggressive advertisers—the most enthusiastic users of the printed message. The use of direct-advertising methods has largely increased. This has made a field for the expert follow-up man, for the catalog writer, for the house-organ editor, for the technical writer, and for various other specialists. Today there are chief correspondents and heads of follow-up departments earning from $2,000 to $3,000 or more a year.

Advertising being a class of service that is about half way between business and the professions has to be sold with considerable diplomacy and by the exercise of much good taste. The man who announces his ability with a blare of the trumpet, so to speak, is likely to be discredited and put down as a fakir. Among employers there is heard considerable criticism of applicants who claim to know almost everything and who seem inclined to make their way through the world by bluffing rather than by performance.

Yet, though a man should be modest to a degree in selling his service, he can make a mistake and go so far in the direction of conservatism and modesty that he will fail to make out a case for himself.

The object of this Section is to point out how a man who has made himself competent to undertake responsible advertising work may go about selling his service, whether he seeks an independent position or a salaried job. These two divisions will be considered separately.

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BUILDING UP AN ADVERTISEMENT-WRITING BUSINESS

GENERAL INFORMATION

2. The easiest way to get work or business of any kind is to convince your prospective customer that you can help him make money. Therefore, in starting out to build up an advertisement-writing business, you must be sure that you can give any prospective customer or prospective employer the kind of service that he will find profitable.

While self-confidence is needed, do not start out with the idea that you know all about advertising, for advertising is by no means an exact science and there will still be something to learn after you have been in the business for many years. The best course of instruction is only a good start in the right direction. Be confident by all means, but do not get an exaggerated idea of your ability. If you are making only $8 or $10 a week, do not expect to jump at once into work that will bring you $20 or $25; be content to advance slowly but surely.

Do not expect the advertiser to be impressed by the fact that you are a graduate of an advertising school; he may have had experience with some conceited, incompetent student of some inferior advertising school and may have a poor opinion of all graduates of advertising schools. Therefore, while being confident and aggressive, be somewhat conservative, and thus avoid prejudicing the advertiser against you. Study the men you solicit; the kind of argument and attitude that will impress some men may not appeal to others.

Until very recently, business men looked on almost all advertising men as "grafters"; that is, as persons that were attempting to get a man's money for visionary or impracticable schemes of business promotion. While this view has

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changed greatly, the only kind of advertising men that can hope for lasting success are those who can help advertisers to sell goods. If they are advertisement writers, their advertisements must have selling force. The two important things to understand about the advertisement-writing business, are: (1) How to present your proposition to business men so as to convince them that you can be of real help; and (2) how to conduct your work so that you can produce results for yourself and for your customers.

Retail work is by far the easiest to secure, although a good letter writer can, by mail solicitation, get booklet, folder, letter, and advertisement-copy work from general, mail-order, and technical and trade-paper advertisers; some of the most successful independent men solicit, by correspondence, the planning of campaigns and undertake to direct the details of such campaigns in the same way.

3. How to Prove Your Ability.—If you decide to take up retail work, clip from your local newspaper an advertisement that you can improve. Study the business that the advertisement represents, rewrite the advertisement and make a careful layout of it, so that a man not familiar with typography can see just how it will look when it is printed. Next, take both advertisements to your prospective customer, and tell him that you are confident that you can write advertisements for him that will be more productive than those he is using. If the advertiser seems to think that his advertisements have been good, great tact must be used in pointing out any weakness in them. Perhaps the best plan would be to talk with him somewhat along this line: "You doubtless understand bookkeeping, but you consider it good business policy to employ a bookkeeper, because your time is employed to better advantage in business management than in detail. It is exactly the same in advertising. The writing of advertisements is a distinct and separate line of business, and it requires special training of any one that would do the best work. Now, isn't it reasonable to assume that it is not profitable for you to use your own time for this detail of your business; and, again, is it not evident

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that it will pay you to employ a special man to relieve you of this detail and at the same time make your advertising more productive? Advertising is my specialty—my sole business—and I want to demonstrate to you that I can make your advertising pay better. I want you to let me write your advertisements for a week or two, and give me the chance to demonstrate that you cannot afford not to employ me. My charges are very reasonable. Of course, you understand that I cannot afford to charge more than it will pay my customers to pay me, and you don't have to pay me a cent unless both my work and my terms are satisfactory."

This kind of talk ought to impress any reasonable business man with your sincerity and confidence in your own ability. He is running no risk whatever to let you try to do his work, for unless it is satisfactory, he is under no obligation to pay you. In this manner, you can secure an audience and a careful consideration of your proposition from men that would not otherwise give it a second thought.

This "trying out" of a concern's advertising will also give you the proper experience to enable you better to decide how much it will be worth to do the work. Of course, there is no money in working on trial, but if you are competent you should be able to make an arrangement with some of the advertisers after a week's work; and the experience with the others will be worth something.

Generally speaking, an interview is more likely to impress an advertiser than a letter, although both means may be used. If a good letter and a layout of an effective advertisement are sent, and the canvass is followed up quickly by an interview, a good proportion of the advertisers ought to be interested.

It might be well if you can afford the expense (which will be small) to have a few of your best advertisements printed on book paper. You can then show samples of your work as you talk to a prospective customer, and emphasize their strong features as you proceed. Some advertisers will give you a definite answer at once. Others will put you off; call on these again. In the meantime you may have added several prospects to your list that will make your claim stronger.

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Having secured the consent of an advertiser to write his advertisements on trial, make a careful study of his business and his past advertising. If you can induce him to give you any points on what his advertising has accomplished, or what he desires it to accomplish, these will be very helpful. If he has decided views about what should be done, or has some particular expressions that he wants used, it will be well to follow his ideas unless you feel sure that they will prove detrimental. It sometimes requires much tact to please the advertiser and at the same time to carry out the plan that your judgment dictates. You should find out just what types and borders are included in the equipment of the newspapers in which he is advertising, and decide which will be the best for his business. Note the style of his competitors' advertising in order that you may have something different and better. Try to improve the appearance of his advertisements by displaying them better than he has, and by carefully selecting a good face of type and suitable illustrations, if he has any good cuts in stock. If he has not been using illustrations, you have an exceptional opportunity to interest him.

If you feel that illustration will help in this particular case, you should procure the catalogs of firms that furnish electrotypes for illustrations, select a few cuts that will be suitable for your advertiser's business, and illustrate his advertisements. You may be able to work out an individual design of some kind and induce him to have a special cut made.

Do not slight the advertiser's work in any way, simply because you are doing it on trial, but put forth your very best efforts and endeavor to get his business if it is possible.

Do not give the advertiser the impression that you do not consider your services worth much, or that you are a novice looking for experience. You can be confident without being overconfident. Let him understand that you agree to work on trial merely as a demonstration, and that he is to pay a fair price if your service proves to be satisfactory. Of course, any cuts that you furnish for his advertisements are simply lent to him during this trial work, and are your property. Sometimes, it may be advisable to set a price on your service

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at the outset. Some persons do not value that which does not cost them something. The beginner should study his customer and use good judgment in deciding whether to do the work a while on trial or to ask a reasonable compensation at the outset.

4. How Much to Charge.—As the advertisers that are most easily obtained as customers are those using small space, you cannot expect to get enough business from any one of them to make much money, but as comparatively little time is required for the work of each, you will be able to take care of a number of customers. Therefore, your charges should be moderate for each customer.

For instance, you might charge $10 to $25 for writing 4-inch advertisements every other day for a month. For writing the same number of 8- and 10-inch advertisements, you might charge $15 to $40, or more, according to the size of the town and the character of the work.

You might arrange to give either half of your time or two hours a day to a store. What the charge should be will depend largely on the quality and amount of the service you give and the size of the city. Merchants in small cities will not pay so much as those in large cities; but, on the other hand, $20 or $25 in a small city means more than the same amount in a large city. The figures given here are merely suggestive, and are intended only for those who have no idea of what to charge. *There is no such thing as a recognized scale of prices.* There are many calls for such a scale, but the very character of the work makes a standard scale of charges impracticable. Much depends on what is to be advertised. If the subject requires two days' study and work, it is obvious that you should be paid more than if only an hour's time is required. One advertisement writer might charge $40 or $50 for certain work and render such service that the price would be low, while another might attempt the same work and give such poor service that $5 or $10 would be a high charge. The size of the advertisement is not always a safe basis for the charge, for sometimes an entire day may be spent on one small mail-order advertise-

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ment, and there are subjects that should be studied for days before a line is written.

Try to get what your service is really worth. If you cannot get that, then try to get as much as you think the advertiser will pay. If your time is worth 75 cents an hour, the advertiser whose work requires 15 hours a month should pay about $12 a month; if your time is worth $1.50 an hour, the charge should be about $25 a month; and so on. The time basis is the most satisfactory way of figuring charges. You should know better than any one else what your time is worth. Small jobs should be charged for at somewhat higher proportionate rates. Remember that too high a figure may result in loss of business, while too low a figure may result in your service being undervalued. Knowing your field and ability, you should be able to keep between these two extremes.

Sometimes a few good cuts will help in securing new customers. If you lend them to the advertiser, you should be careful not to use the same plates in some other firm's advertising while he is a customer of yours. Of course, the cost of these cuts reduces the profit on your work to a certain extent, but the cuts will sometimes enable you to get customers, and thus become a very profitable investment. It is also much easier to prepare a productive and effective advertisement when you have suitable illustrations than when you have nothing but type to work with. A cut book or an illustration file from which illustrations may be taken will sometimes answer all practical purposes in interesting new clients. As a rule, it is much better to have a final arrangement by which each customer buys his own drawings and plates, the advertisement writer merely recommending what shall be purchased. By this plan the writer will feel free to recommend purchases that he might hesitate about if the cost came out of his own compensation. Some writers have advertisers agree on a monthly allowance of a few dollars for new illustrations.

5. Establishing a Circle of Customers.—In your own town, you should try to get one customer in each line of business. For instance, one men's furnisher, one shoe dealer,

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one jeweler, one marketman, one grocer, one baker, one milliner, one druggist, one hardware dealer, one caterer, one clothier, etc. Among the local retail advertisers, you may be able to secure ten customers that will average $10 a month each, thus enabling you to earn $100 a month.

After thus establishing your business in your own town, write to or call on tradesmen in the same respective lines of business in a neighboring town, and try to interest them. It is perfectly practicable for you to handle the business from any towns within a radius of 50 miles, and the number of customers you can get will depend chiefly on the population of the territory and your own enterprise and ability. The good work that you do for a laundry in one town should be a help toward getting the work of a laundry in another town, and so on. If you are able to secure twenty customers, and get an average of $8 a month from each, you will make $160 a month on your advertisement writing.

The independent advertisement writer should not attempt to serve two restaurants or two bakeries in the same city, for it is obvious that he cannot give both his best ideas. The best advertising agencies follow this principle and will not give assistance to the competitors of any of their clients. The fact that an independent writer or an agency follows such a principle is a good soliciting argument. The advertising manager and the advertiser, on their part, do well to learn whether the writer or agent seeking their business already handles a competitor's business.

6. Selecting a Field.—Many students of advertising living in cities of less than 100,000 population feel that there is no chance for them, and conclude that they should go to New York, Chicago, Philadelphia, Pittsburgh, or some other of the larger cities. Such a move is not always advisable. It is true that the genius is more likely to be appreciated in Chicago or New York and to earn more money there than he would in cities like Lynchburg, Virginia, or Wilkes-Barre, Pennsylvania, but geniuses are rare, and the man of ordinary ability is more certain of achieving success in a city where

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there are not so many advertising men of superior ability and experience. The compensation, of course, is not so great in small cities, but, on the other hand, the competition among advertising men is not so strong and expenses, such as rent, etc., are much lower. An energetic advertising man can in a year get a wide-spread reputation in a small city. This he cannot do in a large city.

If, however, a man aims for a position with one of the large agencies, he must go to the large cities; and eventually he must go to the large cities if he wishes to secure employment with the largest department stores. But the average man will find it easier to build up an independent advertisement-writing business in a city the size of Syracuse, New York, than in a city as large as St. Louis, Missouri. Much depends on the city itself. If it has progressive merchants and is a trade center, it should afford a good field for several independent advertisement-writing offices, even if it has fewer than 50,000 inhabitants or even fewer than 25,000. As a rule, the advertising in small cities is of poorer quality than that in large cities, and while many of the small-city advertisers are in the old conservative class that either do not put much faith in advertising or think that a "standing card" is all they need, the right kind of work by the advertisement writer will develop business.

An energetic young man in one of the Eastern cities of medium size secured a low rate from one of the publishers of his city on two full pages, to be used a week before Christmas. He then procured special illustrations and borders for a "West Side" page and a "South Side" page and resold the space in small sections at a good profit to the small advertisers of the West and South sections. This plan is suggestive of other similar plans.

A good record in a small city can be made a stepping-stone to a better position in a larger city. An advertising man that lacks initiative to make a good record in a small city has little chance for success in the fields of greater size and greater competition. A young man built up an independent advertising business in a Canadian town of 10,000 people. The business yielded $300 a month income.

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7. Location of the Office.—If you are already employed when starting in this work, it will not be necessary for you to give up your position until you have sufficient customers to make a good living at writing advertisements. Conduct your business in spare time at your home. There are some objections to this plan, but it will save the expense of running an office until you have business enough to warrant a change. If you are willing to spend a little money at the outset, in order to make a more businesslike presentation of your proposition, you can engage desk room in an office. This will cost only a few dollars a month, and you can work there evenings and use the office address. Your stationery will not, of course, show whether you have only desk room or occupy the entire office. Prospective customers will be favorably impressed with the fact that you have an office and do business in a businesslike manner. Later on, as your business increases, you will be able to rent an entire office, unless for some reason you prefer to conduct your business entirely from your home. The only objection to the home-office plan is that it may give the impression that you are a novice or have not much business to attend to.

8. Stationery.—It is very important that an advertising man should have good stationery. There is only a few dollars a thousand difference between the cost of cheap letter paper and high-grade paper. You should use a fair quality of linen bond paper about from 6 to 8½ inches wide by 9 to 11 inches long. The usual typewriter size is 8½ in.×11 in., but smaller sheets make neat letters. Your name, business, and location of office should be printed on your letter paper, and your name and address on the envelopes. This printing should be carefully done. Nothing stamps a man as a beginner so quickly as freak stationery. A careful study of the letterheads of prominent advertising agencies and successful advertising men will demonstrate that the greater the firm, or the greater the man, the more simple and dignified is the stationery. Such terms as "ad-man," "ad-smith," "ad-carpenter," "ader," "adtorney," etc. impress hard-headed business men as being

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labored efforts at smartness, and as this same smartness is exactly what discerning people wish to avoid in their advertising, such stationery is very likely to prevent its owner from doing business.

In Figs. 1 to 13, inclusive, are shown a number of samples of business stationery. These are given merely as suggestions. There would be variations in price due to the quality of the paper and the number of colors used in printing. For most purposes, one color of ink is sufficient, and that should be black; or perhaps dark brown, or dark blue, or dark green. If a second color is used, it must be with discretion, as it is likely to detract from the dignity of the letterhead, unless used sparingly and tastefully. If economy is necessary, it would be better to use a good quality of paper with one ink, instead of poor paper with two inks. It is best to use a fairly heavy paper, as an impression of solidity and conservatism is given by the feeling and weight of good paper. If the writer can afford the extra cost, he can have stationery that is very distinctive by having a hand-lettered design something like that of Fig. 13, which is printed from a zinc etching, or it may be printed from a steel plate as in Fig. 1. A neat imprint from a steel plate cannot be surpassed for dignity or elegance. A good point to consider in selecting paper is its adaptability to pencil sketching and pen-and-ink drawing, because it is often desirable to make a layout of an advertisement on stationery that will identify the advertisement writer, rather than on a blank sheet of paper. Any good linen or bond paper is suitable for pencil or pen. It is advisable to have a supply of blank sheets that can be used after the first sheet in a letter consisting of more than one sheet. It is not good form to use printed letterheads for sheets after the first. Write only on one side of the paper.

Ruled paper should not be used in any case. Business letters nowadays are almost universally written on the typewriter, and for this purpose the page must be left blank. If, however, you cannot afford a typewriter and must write with pen and ink, place a heavily ruled sheet underneath the sheet on which you are writing. This will enable you to preserve the uniformity of slant and the spacing of the lines.

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JOHN RUTHERFORD
LEROY L. REVERE

RUTH
& RE
ADVERTIS

RUTHERFORD
& REVERE
HARRISBURG.PA

§46 310

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FORD
ERE
SERVICE

18 MAIN STREET
HARRISBURG

Paper
Good Grade of Bond

Die-Stamped Stationery

The cost exceeds the cost of printed stationery, but the effect is distinctive.

Consult manufacturing stationers for prices.

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JOHN W. BALDWIN

GEORGE

NEWSPAPERS
MAGAZINES
OUTDOOR
STREET CARS

The BA
COM

Advertisi
BUFFA

The BALDWIN
COMPANY

Advertising Service
BUFFALO, N.Y.

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BALDWIN

ARTHUR WILSON

LDWIN
ANY

g Service
O, N.Y.

ADVERTISEMENTS
CATALOGS
BOOKLETS
CAMPAIGNS

Paper
Good-Grade Bond

Type
Powell and Olympia Series

2

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Advertisements and
Follow-Up Matter

ALEXAN
412 UNION T
BUFFA

ALEXANDER BELL
412 Union Trust Building
BUFFALO, N. Y.

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ER BELL
ST BUILDING
, N. Y.

Illustrations for
Retail Advertisers

Paper
Good-Grade Bond

Type
Powell Series

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Digitized by Google

Elmer d

ADVERT
SALES C

32 UNIO
NEW Y

HOWARD GITTINGER—Printer—A

CHARLES HU

ADVERTISIN
AND TRUST

BIXBY BLOCK

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Allen

ING AND
IPAIGNS

QUARE
K CITY

Fig. 4
Zinc-etching reproduction of advertising man's signature used with type lines

ertisement Writer—Chariton, Iowa

Fig. 5

ER CAMPBELL

FOR BANKS
COMPANIES

SYRACUSE, N. Y.

Fig. 6
Set in Bodoni capitals

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Scranton Life Building
Telephone 281 Apple

Jane Hollo
Advertisin
SCRA

Frederick Field
Specialist in ADVERTISING
666 Sixth Avenue
NEW YORK

B. STANL
Direct-by-M
616 S
DENV

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y Leighton

r Retailers

N, PA.

FIG. 7
Set in Bulfinch type. Zinc-etching reproduction of hand-drawn monogram

FIG. 8

BORNER

Advertising

nth St.

COLO.

FIG. 9
Set in Oldstyle Roman

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Digitized by Google

Digitized by Google

ADVERTISEMENTS
BOOKLETS, FOLDERS
SALES LETTERS

MARY M.
Advertis
641 Ma
SCRAN

Harold
Service fo
222 Pe
At

M.O.Hopkin

307 § 46

Digitized by Google

CARROLL
g Service
on Ave.
ON, PA.

SPECIALIST IN
SELLING TO WOMEN
AND CHILDREN

FIG. 10
Zinc-plate reproduction of
hand lettering

anaford
Advertisers
ichtree
nta

FIG. 11
Zinc-plate reproduction of
hand lettering

Advertising

Chicago

FIG. 12
Set in Pabst type

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ELIZABETH HALLECK
ADVERTISING
WEST PITTSTON. PA.

Fig. 13
Zinc-etching reproduction of hand lettering

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Digitized by Google

Buffalo, N. Y.,

To HORATIO A. VANDERFORD, Dr.

412 Union Trust Building

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307 § 46

Fig. 14

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B. STANLEY BORNER

Direct Advertising

616 Sixteenth St.
DENVER

FIG. 15

CHARLES HUNTER CAMPBELL

ADVERTISING FOR BANKS
AND TRUST COMPANIES

Bixby Block
SYRACUSE, N.Y.

FIG. 16

MARIAN G. COLEMAN

ADVERTISING

BOOKLETS. FOLDERS
SALES LETTERS

433 MADISON AVE.
SCRANTON, PA.

FIG. 17

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Advertising for
RETAILERS

Beatrice f. Bailey

444 Fourth St.
LOS ANGELES

FIG. 18

MARY M. CARROLL
Advertising

Scranton, Pa.

FIG. 19

MAGAZINES
NEWSPAPERS
OUTDOOR
STREET CARS

ADVERTISEMENTS
BOOKLETS
CATALOGS
CAMPAIGNS

The BALDWIN COMPANY
Advertising Service

Represented by
GEORGE A. BALDWIN

Union Trust Building
BUFFALO, N.Y.

FIG. 20

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Digitized by Google

9. A supply of billheads (see Fig. 14) is not necessary at the start, as a bill can be written on a letterhead, but if the writer's resources will permit, he should use billheads.

Personal cards are quite necessary in obtaining audiences with business men, or to leave as reminders of your business and your address. The same conservatism and dignity should be used in getting up these cards as with the letterheads. A good quality of wedding bristol should be used, cut to about the size shown in Figs. 15 to 20.

10. Desirability of a Typewriter.—A typewriter is a good investment for an advertisement writer. If you cannot afford the highest grade of machine, there are a number of good ones that sell for $50 or less, and frequently second-hand machines that will answer every purpose can be obtained for $20 or $25, or rented for a small monthly payment.

The chief advantage of a typewriter is that it insures legibility. Many people write letters that they themselves cannot read "after the ink is dry," and few men will bother deciphering writing that is almost illegible. Then, too, the use of a typewriter gives a businesslike appearance to a letter. Typewritten matter is much better for copy than handwritten matter, as it is possible to determine almost exactly the amount of space a given amount of typewritten copy will occupy when set up in type. On the other hand, it is very difficult to make a correct estimate from handwritten copy.

Typewriters that permit a change of ribbon or ink while writing are especially desirable in getting up copy for booklets, etc. to be printed in two colors. The change of inks will show the advertiser just where you wish to use the two colors. In writing letters, a line or expression can be emphasized by running it in a different color, but this should not be overdone, as too much emphasis destroys all emphasis.

11. Miscellaneous Office Equipment.—Before starting to solicit advertisement writing from retailers, the beginner should supply himself with various catalogs and advertisement material—in fact, anything that will help him to give first-class service to any advertiser.

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The catalogs issued by leading general and mail-order advertisers are very educational, and the advertisement writer that studies them with the idea of getting new ideas and improving his style will be well repaid. A scrapbook of good advertisements clipped from newspapers and magazines from various parts of the country will prove useful. Paste in all that are distinguished by good display or that show unique arrangement. You may be able to adapt some of these display features to your own work. Clip the good trade marks and the well-drawn illustrations. They will prove suggestive. Every advertisement writer should read the daily papers of several cities in order that he may learn what others writers are doing and thus keep from getting into a rut in his own work. Newspapers of the larger cities publish the work of the best advertising talent and furnish many excellent ideas.

12. Books and Trade Journals.—Early in his new career the student of advertising should begin reading everything useful in the way of books and magazines devoted to advertising and kindred subjects. While reading about the experiences of others is not so valuable as actually having the experience, it should be a great help. The price paid in subscriptions for the best publications is a good investment.

Among the advertising publications may be mentioned *Printers' Ink* and *Advertising News,* of New York, weeklies; *Advertising and Selling,* of New York; *Agricultural Advertising* and *Advertising Age,* of Chicago; the latter three are monthly publications.

The above-mentioned publications pay more attention to the general advertising field than to retail work. *Associated Advertising,* the organ of the Associated Advertising Clubs, is a monthly published at Indianapolis, Indiana, that gives general advertising news from a wide field. The Associated Advertising Clubs also publish at Springfield, Massachusetts, a retail advertising publication known as *Retail Advertising* that bids fair to fill a real need. The *Advertising World,* a weekly published at Columbus, Ohio, is devoted exclusively to the retail field.

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The *Inland Printer,* of Chicago, *The Printing Art,* of Cambridge, Massachusetts, and *The American Printer,* of New York, are useful to a student of typography. *System,* of Chicago, a general business magazine, publishes much of value to advertising men; so does *Salesmanship,* of Chicago.

13. A beginner who expects to make a specialty of dry goods will do well to study the *Dry Goods Economist,* of New York; one intending to make a specialty of shoe advertising should subscribe for and study some publication like the *Shoe Retailer,* of Boston; and so on. There are good trade journals devoted to hardware, furniture, men's wear, groceries, jewelry, and all the other principal branches of merchandise. These trade publications are intended for the retailer and sometimes contain more technical information than the advertisement writer could expediently put into his work, but they give information about the construction, material, style, and selling points of goods that is often more valuable to the advertisement writer than it is to the retailer; besides, these publications contain a great many useful sales experiences, and publish good articles on store management, systems, etc. Some of them publish model advertisements in their particular lines and run departments of advertisement criticism.

As the beginner with a small capital could not afford to subscribe for all of the helpful publications, the best plan would be to send for sample copies and to subscribe only for those which he feels would be worth most.

SOLICITING BUSINESS BY MAIL

14. File of Names.—As it is not always practicable for an advertisement writer to call on advertisers in near-by towns, it is necessary for him to have a system of soliciting business by mail. He should maintain a card file or some other list of names of all the advertisers in his territory, and from time to time should circularize this list with advertising matter intended to arouse interest in, and create a demand for, his work. A good plan is to send specimens of the work he has

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done for some of his customers. If, for instance, he undertakes to furnish a retail advertiser with a thousand folders or mailing cards, he can secure a few hundred extra for his own use at very small cost, and send one to each of his prospective customers. This will demonstrate to them that some leading advertiser finds it profitable to use his services. Such a system will enable him to interest advertisers in his proposition, so that when he does call on them he will get enough business to warrant the expense of the trip.

15. Soliciting Letters.—The best way to bring your business to the attention of advertisers is to send out a series of carefully prepared letters, and to supplement these later by folders, mailing cards, and samples of work done for other advertisers.

Following is a suggestion for a first, or introductory, letter, suitable for use in soliciting an account from a retail shoe dealer:

Dear Mr. Smith:

I am writing to tell you about an attractive window display of shoes I saw not long ago, for I believe this will interest you.

The display was for a special sale of slippers and dancing pumps. The window was one of the parquetry kind and had a permanent background with art glass panels, and the floor was covered with dark green drapery silk. A number of slippers and pumps were displayed on dull brass pedestals, and each pair bore a neat card giving brand name and sale price. In the background were two large figures, a man and a girl in evening clothes posed in the step of a modern dance.

It was the most artistic thing imaginable, and it was good advertising. It gave prices, showed the goods, and suggested their use attractively.

Is your biggest, best show window---your newspaper-advertising space---doing all this for you? It is the one that can say the most and send its message to the greatest number, if rightly used.

And to be rightly used this show window should be "trimmed" by a specialist. Advertising is a science in itself and it is only logical that the man who gives all his time and thought to advertising, who has trained especially for that work, can do it better than one who runs it in as a side line to other duties.

Advertising is solely and exclusively my business. Choosing the right appeals for certain goods and people, selecting and placing illustrations to the best advantage, picking types that get attention, that are easy to read, and fit the subject---these things are as familiar to me as good store management is to you. And when I advertise a store I study every detail of goods, store policy, and service.

We are both interested in selling. Suppose we work together. I should like very much to talk with you about your advertising. I believe that my skill in writing and knowledge of people could prove of great aid to you in increasing your sales.

If you'd like me to call, just sign and mail the enclosed card; it puts you under no obligation.

May I expect to hear from you?

Very truly yours,

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The card enclosed should be addressed to the writer of the letter.

As soon as this first letter is sent to the advertiser, a notation to that effect should be made on the list of names of prospective customers. Whenever a follow-up letter, folder, etc. is used, it should be similarly noted on the record, so that the writer will not be dependent on his memory as to what steps have been taken to interest any particular advertiser. Each advertiser that replies to the first letter should, of course, be handled according to his particular case, and further general letters should not be sent to him. A second letter should be sent to all that fail to reply to the first. Such a letter might be worded as follows:

Dear Mr. Smith:

"We are very well pleased with the work you are doing for us," say Lowe & Co., after one week of my service.

Do you think they would say this if I had not made good my claims to increase the selling power of their advertisements? Don't you believe that a man who devotes all his time and thought to advertising can do better advertising work than one that does not make such work a specialty? Isn't this logical?

I study the business and goods of each of my patrons exhaustively, and the advertising service I give prevents waste, and makes every dollar of money and every inch of space do its best. I enclose a specimen advertisement that I prepared for your store, though, of course, I can't do my best work until I have studied your goods and talked with you or your salesmen.

How does my proposition appeal to you? I want one shoe store on my list (I serve only one store of a class---never serve competitors), as I have some good ideas on shoe advertising. I'll write half a dozen advertisements for you, and if you are satisfied with them, we'll then talk about terms. If you are not fully satisfied with the advertisements, your trial of my services places you under no obligations.

May I hope to hear from you soon?

Very truly yours,

The preceding letters are offered as suggestions, not as forms that should be copied word for word. A soliciting letter should reflect the individuality and ability of the writer.

Booklets, folders, and proofs of good advertisements that the writer has prepared for other advertisers make effective enclosures.

16. Mail Folders and Cards.—One or two mail folders may profitably be used by the advertisement writer, provided they are original and forceful. If folders are deemed too expensive, a series of mailing cards may be prepared, using

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good colored stock, bearing on the back some attractive illustration and strong copy. These folders and mailing cards must, of course, be very attractive, for they will be regarded as specimens of the writer's skill. This does not mean that expensive or elaborate printing is required. On the contrary, if an advertisement writer can get up something very attractive that can be produced cheaply, it is an evidence of his skill and economy that will appeal to the advertiser.

The following copy was used in folder form by a practical advertising and sales manager to market his services in a better position. The writer's photograph was on the cover.

I AM in a quiet, careful search for an organization which can make full use of my talents and experience as sales and advertising manager.

I was born on a farm, the son of an old-time Indian Scout. My mother's father was a "forty-niner." From these two I inherit some of the qualities of the "iron man" who knows no time-clock.

Graduation from high school was followed by a business course, later by the Y. M. C. A. night schools and home study.

At seventeen I left my Nebraska home to hustle for myself. Nineteen and twenty found me statistical editor for a trade journal. Twenty-one years, I am married and later assistant catalog compiler for Omaha dry goods firm. At twenty-three I am owner of country newspaper and print shop. At twenty-six I am editor of national trade journal and at thirty I reach my present position as sales and advertising manager of the Wales Sulky Company, and its chief office executive. I write all ads, booklets, and sales letters. Having bought and sold printed matter and advertising space I know their cost.

At thirty-one it is not a pleasant prospect to look forward to spending the next 30 years in a $2,000 job. I am the sales executive of the largest manufacturer of racing vehicles in the world, but the field is limited.

The best and ripest years of my life are to come. Whoever employs me will get me at the right moment.

Correspondence invited. Available any time within next six months.

Address:

NATHAN A. JAMES

Blairsville, Pa.

In Fig. 21 is shown a reduction of a page advertisement in a trade paper. This advertisement illustrates an excellent idea that might be adapted to a mailing card for soliciting advertisement writing.

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The four-page circular of the Foley Advertising Agency, here reproduced as Fig. 22, is an excellent form of argument.

THE SHOE RETAILER. 109

Make your newspaper talk!

. What 's the use of digging down and paying the printer unless your advertising pays *you?*

And what 's the use of stopping your ads, and saying, "Oh, advertising does n't pay," when you *can* make it fairly drag folks into your store?

Our book on advertising written by the *Keith's Konqueror* Adman, will enable you to publish small ads that are at least as clever and profitable as Rogers, Peet & Co.'s and Tom Murray's.

Our "great idea" for window talks will crowd the sidewalk before your windows.

Both of them are free — if you sell Keith's Konquerors.

Keith's Konquerors are the best $3.50 shoes that ever covered men's feet.

Why don't you write?

Preston B. Keith Shoe Co.

CAMPELLO, MASS.

FIG. 21

This circular is one of a series, each making one strong point.

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The Way to Keep Moths Out of Goods

A MERCHANT once asked an enterprising acquaintance if he could tell him how to keep moths out of his stock of goods. "Sure," was the answer, "just advertise."

But space in a newspaper is only space. Its value depends on what you put in the space. You can get the full worth of your money only by giving careful attention to your advertising.

Perhaps you haven't time to write good advertisements. Then don't substitute a few cleverly turned sentences and general claims for real information. Let me come to your place of business and study your goods or your service from the prospective customer's point of view. Let me dig for the interesting facts—the things that will make people want to do business with you.

I've had long training in the selling of goods by the "salesmanship-in-print" method. If your sales are not what they should be, I can help you.

May I call for a talk?

FRANK J. DELANEY
Connell Building

FIG. 23

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The Case of the Advertiser Versus the Lawyer

SOMETIME ago a lawyer said: "Well, I suppose I see advertisements, but really I don't believe they have any effect on me. I never buy a thing because I see it advertised."

"Is that so?" replied his friend. "What make of hat do you wear?" "Stetson," was the reply.

"What brand of shirt?" "Manhattan."

"What kind of collar?" "Cluett."

"What clothing?" "Kuppenheimer."

"What shoes?" "Regal."

"That's all," said the questioner, laughing, "except that I noticed you signed that letter just now with a Waterman Fountain Pen."

The lawyer, like thousands of others, was wearing from head to foot purchases made as the result of the unconscious effect of advertising.

Advertisements help people to decide what clothing to wear, the kind of food to eat, what furniture to buy, and so on.

In the old days, people were expected to go to the stores for information. Today it is safe to say that shoppers make up their minds wholly or partly about half of their purchases before they start out to buy.

If you'll allow me, I'll make your goods or your service as well known locally as the goods mentioned above are known nationally.

FREDERICK FARNHAM, "The Silent Salesman"
118 Main Street Telephone 308

FIG. 24

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Figs. 22, 23, 24, 25, 26, and 27 are examples of circular matter that could be used advantageously by the advertisement writer under certain conditions. Figs. 23, 24, and 25 show only the matter and the typography—not the stock. Such pieces of printed matter as those suggested by Figs. 26 and 27 are unusually convincing, because they give specific examples of the advertising man's work. These examples should not be

WHEN you are sued, or need legal advice, you call on a man versed in the law.

When you are ill, you send for a man who has studied and practiced medicine.

When you have a catalog, a booklet, or an advertisement to write, or want a plan for promoting something, isn't it reasonable to suppose that you will save time, trouble, and money by sending for an advertising specialist?

FREDERICK FARNHAM
"The Silent Salesman"
118 Main Street Telephone 308

FIG. 25

copied; they are given merely as suggestions. The body matter in the specimen of good copy shown in Fig. 26 is set in 6-point in order to get the circular down to the size of the pages of this Section; the original size of the body type was 8-point.

All specimens of the advertisement writer's work should bear either his monogram or his name. These need not be conspicuously placed, but will serve as a means of identification,

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A Few Tips

Talk No. 1

Fig. 26

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A Few Tips on E

Advertising is the steam of business. Your star salesman cannot talk effectively about your commodity to more than two or three people at a time. Through the right kind of advertising, you can tell thousands of people about your goods or your service. No advertiser should be satisfied with merely keeping his name, or his name and the nature of his business, before the public in an advertisement of the uninteresting standing-card style, when he can get this general publicity with advertising of the informing style and at the same time tell facts about his commodity that will bring direct sales.

'Let the goods talk." Let your advertisement be a bit of interesting store news, just as you would tell it over the counter. When you merely claim that you have the best line, that your workmanship is faultless, or that your prices are the lowest, you are asking people to take your word for an exceedingly broad statement; they are not likely to do it. It's surprising, though, how even a little space, if it is filled with interesting matter, will be seen and read. With a good heading and skilful display, a

Stylish 3-Button Cool Suit

It will be just the thing with young men this season. In one of the new serges or crashes it will be a handsome suit—that is, if it's one of ours. Medium-long lapel. Coat just long enough to have a distinctive, dressy appearance.

Made to Measure

For $27

Note the fine tailoring of the shoulders. Illustration is drawn from a photograph of one of our suits. Our cutter brings in the waist-line just right—doesn't get the overdone, effeminate effect.

Come in and get samples of new suitings and a copy of our new Style Book. Open Wednesday and Saturday evenings until nine.

Barnhart & Mosher

25 BROADWAY

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ffective Advertising

small, well-written advertisement may be made to attract much favorable attention. See the example on the left-hand side.

It's a fact, however, that few advertisers know how to make their own goods talk or how to get illustrations that really illustrate. "Making goods talk" is my business. I find what will interest the public, and I tell it convincingly. The Barnhart & Mosher advertisement is an example of my work. There's nothing about this advertisement that makes people say, "How clever!" or "How cute!" It merely makes young men think, "I guess that's the suit for me." Now, doesn't it make you feel that way? Mr. Mosher won't let me tell how many suits the advertisement sold; he's afraid other tailors would be after me! But compare my good work with this indefinite ready-made syndicate advertisement. Yes, the commonplace syndicate stuff is cheaper than my work, but—. Will you let me call for a talk about your advertising? A talk will not place you under the slightest obligation.

Considering the Question

A good many men, about this time, are considering the question of suits for summer. Let us persuade you to consider our guarantee of

The Choicest Materials,
The Correct Styles,
Superior Workmanship,
Faultless Fitting.

That graceful, easy, stylish air which we give garments cannot be successfully imitated in ready-made clothing.

BLANK & BLANK
Broad and Main Sts.

FREDERICK FARNHAM, *"The Silent Salesman"*

Telephone, 308—118 Main Street

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The Bargain Sale

Talk No. 2

307 § 46

FIG. 27

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The Right Kind of Bargain Sale

NOTHING appeals more strongly to most people than the opportunity to buy something they want at a price a little lower than usual. The bargain idea is one of the greatest business producers, but it is so grossly abused that it has its dangers. Remember that sales from reduced-price goods are not likely alone to make the store a lasting success. Unless the bargain sales are conducted so skilfully that many of the purchasers are likely to become regular customers, little good comes of offering reduced prices.

Rightly conducted, the special-price sale gives the merchant opportunity to dispose of slightly soiled or damaged goods,

Sample Shoes, $5

Regular Prices, $6 to $8

We have about enough left for a day's selling. A manufacturer's sample line. Not a lot of shoes made up to sell for a low price, but the best the manufacturer knew how to turn out and by which he marketed his entire product. Excellent shoes in all the latest shapes and leathers. No reason in the world why they should not bring full price except that we have only one or two of a style and they are confined to sizes 6½, 7, and 7½. Patent Leather, Vici Kid, Gun Metal, Box Calf, in laced, button, and Blucher styles.

If you are a judge of shoes you'll see the value when you look at these. Not a shoe in the lot worth less than $6, many of them worth $8. We are closing this lot of samples out at $5. Better come in early.

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seconds, odd sizes, out-of-date patterns, overstocks, slow-selling goods, etc., at or near cost; and it gives him a good chance to add to his list of regular customers.

PHILIP KIRKMYER & SONS
Eighteenth and Main Streets

One of my Bargain Advertisements

You are doing a good business, perhaps, but there are hundreds of people that should be customers of yours that have not acquired the good habit of coming your way. The "just-remember-me-when-you-need-anything-in-my-line" kind of advertising won't bring them. Effective advertising is scientific salesmanship in type and picture; few people know how to prepare such advertising.

There are goods in your store now—in the front room, the back room, or upstairs—that should be turned into cash at special prices, and that can be turned into cash at special prices with general benefit to the business if you'll let me take charge of the sale. I'll not exaggerate. I'll not be sensational. I'll not make you appear ridiculous. I'll merely tell the buying public the truth, but I'll tell it in such a way that people will believe and come to buy. Part of the extra profit will pay for my service. May I come in to help find the bargains and to explain how they should be offered?

FREDERICK FARNHAM, "The Silent Salesman"

Telephone, 308—118 Main Street

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17. Taking Care of Customers.—It is folly to spend a lot of time and money securing business, only to neglect it. The advertisement writer should aim to secure only as many customers as he can care for properly and hold permanently. This can be done only by giving perfect satisfaction—by maintaining always the highest efficiency in his work. Every advertisement should be the best the writer can produce, as he never can tell which one may be considered by a prospective customer as a fair sample of his work. He should be constantly on the lookout for new ideas, new cuts, or anything that will enable him to improve the service he gives to customers. He should be systematic in his business methods, keep accurate accounts of all his dealings, and pay his bills promptly.

A reasonable amount of system is a very valuable thing in any business, although in these days, when large concerns are engaged exclusively in furnishing office equipment, card files, etc., there is a tendency to overdo the matter of system. The advertisement writer can get along and make a living without an elaborate system, but he must get business. Therefore, the business should come first and the system afterwards. Until the business gets large, all the writer will need will be a cash book, a journal, and a ledger, in which he may keep his accounts. In addition to the card file of prospective customers, he will need a file of all his active customers.

18. Agency for Novelties, Etc.—It is possible for an advertisement writer to pay part of the running expenses of his business out of commissions that can be made on the sale of advertising novelties, fans, calendars, etc. furnished by various manufacturing concerns. A line of samples is all that is required for this work, and it can be conducted without interfering in the least with the advertisement writing.

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HOW TO GET A POSITION

19. In looking for a position in the advertising world, the first requisite, of course, is that the applicant be able to do good work. No man should seek a position that he knows he cannot fill satisfactorily. Nowadays, business men look up the record of any man whose employment they are considering, and it is not well for the man if the prospective employer learns that he has been found unsatisfactory in some other business; the applicant will at least have to explain why he left his last employer.

Then again, if a man takes a position that later proves too hard for him, he is likely to lose confidence in himself, and, nowadays, self-confidence is perhaps the most important qualification for any person that wishes to succeed. No one believes in a man that does not believe in himself. No employer wants a man that merely *thinks* he can do something; one who *knows* he can is the one that is wanted. It is not sufficient for an advertisement writer to say that he is a graduate of a school of advertising. A man might be a graduate of the best school or college in the country, and yet be unable to earn more than a dollar a day. No amount of schooling will take the place of brains or energy. A diploma from a school of any kind is simply evidence that the possessor has made an effort to acquire a technical knowledge of the profession in which he proposes to succeed.

The only thing that interests an employer is the kind of work that can be done by the applicant for a position. So, before you can expect to get a position, you must show your prospective employer that you are capable of earning the salary that goes with the position. You must convince him that you can successfully and profitably advertise his business and that your advertising will sell enough goods to more than pay your salary and the expenses attendant on your work.

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The inexperienced man should not expect to get a position as chief copy-writer for a leading agency or a position as advertising manager of a large department store. He should try either for a position as advertisement writer, solicitor, or advertising manager of a small- or medium-sized business, or for a position as assistant to the advertising manager of a large firm. As he gains experience, he may properly aspire to something higher.

It is sometimes necessary for a man whose previous business experience bears no relation to advertising, to make a temporary sacrifice of salary in order to enter the advertising field. He may, for example, be working as a railroad clerk at $85 a month. Unless he should be able to find a position as advertising man for a railroad company, his railroad experience will be of little value in his advertising work, and he may have to take a position at $75 a month. But the ultimate outcome—not the immediate reward—should be the chief consideration. A position that pays only $15 or $18 a week but which opens the opportunity to climb to several thousand dollars a year, or perhaps even more, is better than a position at $100 a month that affords no opportunity to get much above that. A great many beginners hinder their chances for success by expecting too large a salary at the outset.

20. Different Plans of Getting Positions.—A salaried position may be secured in various ways: (1) By calling on or writing to those who advertise for help; (2) by applying by letter or in person to those likely to need such service as the applicant can render; (3) by advertising in the advertising trade papers or other trade papers; and (4) by registering with employment agencies. The different methods are listed in the order of their importance. It is well enough to register with all employment agencies that will wait for their fees until they have actually assisted the person that registers with them to secure a position, but great care should be taken to find out what service will be rendered before paying anything more than a nominal fee to those who demand compensation before bringing the applicant and the position together. The student

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of advertising should not depend on any employment agency. His business is that of advertising and promoting, and he should have ability enough to market his own services. To assume a helpless attitude and look to friends or bureaus to sell his service is a confession of weakness.

Strong letters to those who advertise for advertising men and to those likely to be able to give employment should prove fruitful. The applicant should send specimens of his printed work or work that he has laid out carefully. It costs little to have a good advertisement set up and to get a hundred proofs on book paper to use as enclosures in letters of application, and as few applicants take the trouble to do this, the one who does has a decided advantage. One first-class specimen of work is better than a bundle of mediocre specimens. Every advertisement writer should keep a complete scrap book of all his best published work, in order that he may show it when proof of his ability in this direction is required.

Be confident in dealing with prospective employers but do not be a "know-it-all," for the wary advertiser is likely to set a trap for the person that thinks he knows everything. The capable novice may ask for a reasonable compensation for his services, but he should not expect to receive the pay of an experienced man. Neither the salary nor the hours of a place should be as important as the opportunity to get good experience and to advance.

21. Advertising for a Position.—It does not cost a great deal to insert a classified advertisement or a small displayed advertisement in one of the advertising magazines or some other trade journal, and it is possible to get in touch with a good position by this method.

When he who knows, or thinks he knows, just how advertising should be done, starts out to advertise his own ability he should give a demonstration of effective advertising. Advertising service is a commodity just as much as shoes or canned beans or laundry work. If the writer of advertisements or the planner of advertising campaigns does not, by the advertisement of his own service, impress the business man favor-

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ably, the chance for convincing the business man that the writer can help him is not good.

Remarkable as it may seem, few advertising men—whether seeking a salaried position or trying to sell special service of some kind—follow the plain principles that they preach to advertisers. They tell the advertiser that he should make definite points rather than general claims, that earnestness and a few paragraphs bristling with interesting facts are worth a great deal more than twice the space filled with clever or smart statements. Yet it is rare that the advertisement writer in his own advertisement scores so earnestly and convincingly that the employer becomes interested. The difficulty seems to be that the writer rarely puts himself in the advertiser's place—does not seem to ask himself, "Now, how will this idea or statement strike an advertiser who perhaps has been discouraged and disappointed several times, who thinks he knows his business well, and who is continually solicited by 'smart' persons who want to show him how to promote his business?"

It cannot be successfully denied that a certain class of business men are attracted by cleverness, and it is not safe to say that all clever efforts are inadvisable. But in any case care should be taken to be rational. If the applicant can be clever while being in earnest, there is no objection to the cleverness. It is an advantage to be different if being different means greater effectiveness.

22. Examples of Advertisements of Advertising Ability.—Fig. 28 is a reproduction of a number of advertisements (most of the addresses have been omitted) that have appeared in various publications devoted to advertising. All of these advertisements are weak in some respect. In the advertisement at the top of the list, "Expert" boldly asserts that he can make a quick success of *any* unsuccessful mail-order business. This statement may appeal to advertisers who expect the impossible, and as it was probably intended to appeal to that class, it may have been successful, but such a statement surely will not command the interest and confidence of the thoughtful business man, for no advertising man can

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make a success of every unsuccessful venture. To make such a claim is to court discredit. The second advertisement in the list is too general to make an impression. The third advertisement makes too strong a statement to command confidence from conservative readers. The fourth example merely sets

ADS—I CAN MAKE A QUICK SUCCESS OF ANY unsuccessful mail-order business. Send for free booklet. EXPERT, ———

AD-WRITER OF EXPERIENCE DESIRES TO handle copy end for few good firms (any line). If my ads are not better than your competitors they cost you nothing. Address, ———

FOR $3 I WILL WRITE YOU AN AD OR CIRcular to quickly pull $100 worth of business. Unsuccessful mail-order men can make big money by writing me. Send for free booklet. WILSON, ———

ADVERTISING MANAGER WILL HANDLE *ONE* account in spare time. Ads, Cuts, and Booklets that get the business, my forte. Moderate salary. Remember, I want but *one* account. E. ———

YOUNG MAN HAVING COMPLETED A COURSE in ad-writing, is in a position to plan and produce profitable advertising. Will write copy for a limited number of advertisers. "E. P. C." ———

I WRITE, DESIGN, AND PLAN ADVERTISING matter, both by contract and by the piece. Sample ad only 25c. Write SPECIALIST. ———

AN OPPORTUNITY TO WRITE BUSINESS-GETting advertisements for progressive business men. Cuts furnished free. G. A. C. ———

AD-WRITERS ATTENTION—I HAVE JUST COMpleted course in ad-writing and am looking for a position in this line, affording the opportunity to take over a part interest in the business. Location in the Middle West preferred. Address "INTEREST," care of ———

GOOD PRACTICAL ADVERTISEMENTS WRITTEN for any line of business. Folders, cards, and newspaper work. B. A. L. ———

MAIL-ORDER CATALOG, EDITOR, COMPILER, Merchandiser, Ad and Follow-up Writer. Get an expert while you can. Address "RESULTS," ———

AD-WRITER DESIRES POSITION; TRIAL PROVES ability. WILLING, ———

FIG. 28

forth the claim that the manager's work will "get the business." The claim being unsupported by fact or reason, is weak. The fifth example makes a leading point of the fact that the young man is a beginner—an injudicious thing to do. This beginner need not have stated that only a limited number of advertisers' work would be taken; having started wrong, there

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was not the slightest danger of his being overwhelmed with work. "Specialist" begins with an uninteresting detail and then sets a price that does not support his claim to be a specialist. "G. A. C." tells advertisers that they have an opportunity to get his service, evidently expecting that they will hasten to take advantage of the opportunity. "Interest" shows his ignorance of conditions by expecting some one to give a part interest in a business to a man whose only qualification seems to be that he has completed a course. If the course has developed any special ability or the man has had any special experience, the facts should have been stated. "B. A. L." claims that he can write good, practical advertisements for any line. The statement may possibly be true, but it lacks the definiteness necessary to make an impression. The advertiser is more likely to be interested in the statement of some one who tells about special ability or experience in advertising articles or service such as the advertiser sells. And this suggests that advertisement writers do well to specialize on certain lines of work and to advertise these specialties. A financial advertiser is likely to be attracted by the fact that an advertising man has had special experience in financial advertising; a real-estate agent will be attracted by the announcement that the writer specializes on real-estate work; and so on. "Results" starts out well, but weakens his advertisement by the sentence, "Get an expert while you can." "Willing" shows by his advertisement that he knows little about the writing of good copy, for his leading point is that he wants a position—a point of no interest whatever to an advertiser.

There seems to be an unfortunate tendency on the part of beginners to call themselves "experts." Such terms may appeal to new and small advertisers, but they do not make the right kind of impressions on experienced advertisers, unless the one who makes the claim is really an expert and can prove his claim.

There is no need to be ashamed of being a beginner. But it is a disadvantage to be a beginner when there are experienced men in the field, and if the beginner is wise in his dealings with most advertisers he will not make a leading point of

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the fact that he is a beginner. The important thing for the advertisement writer to do is to tell definitely what he has done, what he can do, or what he thinks he can do, and ask a chance

LAYOUT MAN—YOUNG MAN, 26, ESPECIALLY well qualified for laying out fine printed matter, and who is a tactful solicitor, wants a position with a well-equipped printing house or in the advertising department of some concern that wants A No. 1 printing. Address "T. H. M.," care——

CAPABLE ADVERTISING MAN, 35, MARRIED, experienced in mail-order, circular, letter, trade-paper, newspaper, and outdoor publicity, seeks position in New York City after August 1. Refers to present employer, whose business was increased 20 per cent. during last year. "RELIABLE," care——

COPY-WRITER AND CORRESPONDENT, 21 YEARS old, wants position with mail-order firm or advertising manufacturer.. Can send specimens that show marked skill as writer of sales letters and other copy. Good systemizer. Thorough office experience. Optimistic, hustling spirit. Doesn't mind long hours. Salary, no object. "Young man who wants a chance," care——

ADVERTISING MAN EXPERIENCED IN CATALOG and booklet compilation open for position. Wide knowledge of type faces, sizes, styles, and cost of printing. Writer of forceful copy. Reasonable salary until worth is proved. Further information, address CATALOG,——

SOLICITOR WITH FIRST-CLASS RECORD WITH daily in town of 5,000 wants to hear from publisher of a large daily who needs a man that can create business. Can plan campaigns and prepare copy. Now earning $20 a week on commission basis. Clean habits. HUSTLER, care ——

HIGH-GRADE STENOGRAPHER, YOUNG MAN OF 20, who has been a hard student of advertising for a year, wishes to get with a progressive advertising agency where he will have an opportunity to see things. Strong in English, and has good address. Can write good copy for advertisements, letters, and booklets, is proficient in proof-reading, etc., but doesn't think he knows it all. BEN PIT, 111 Elm Avenue, Cortland, N. Y.

COMPETENT ADVERTISING MAN WITH EXCEPtionally good descriptive vocabulary; working knowledge of printing, illustrating, engraving, electrotyping; experienced in publishing and editorial work; knows circular, letter, follow-up, outdoor, newspaper, and periodical advertising. Would be especially valuable to concern using large quantities of printed matter. Am worth more than I expect to get—at first. If you think you might use me, address CHAS. S. AMHERST, 88 Eighth St., Columbus, Ohio.

"THE ADVERTISING OF INVESTMENTS" IS THE title of a booklet that I send free to those having investments to advertise. It contains some "shop talk"—investment advertising being my specialty—but it may save you money. A. D. MOTT, Majestic Bldg., Detroit, Mich.

FIG. 29

to prove his ability. If it becomes advisable for him to talk about the course of study that he has completed, he should show that he values it only at its true worth, that he does not

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believe it taught him all there is to be learned about advertising. Figs. 29, 30, and 31 are examples of effective advertisements of advertising service. Note that these advertisements deal with specific qualifications. They are likely to strike the "responsive chord" in some advertiser's mind. Fig. 31 is unusually long for an advertisement of its class, but it is unusually strong. It draws a faithful pen-picture of a young man who has the knowledge, the experience, and the spirit to make a success.

23. Importance of Having an Interview.—By all means go to see the person advertising for assistance or needing it. If you can afford it and the opportunity seems to be what you want, offer to go for an interview at your own expense. No man is likely to engage an employe for a responsible position before seeing him. By taking the initiative and offering to come on immediately, you may get ahead of some other man that writes the advertiser that he will come on if his expenses are paid. In going for an interview, take along a scrapbook of your best work, also any letters you may have from advertisers, telling about the results of your work.

WANTS POSITION IN ELECTRICAL WORK

Single man, 30 years old, with two years at Lehigh in electrical engineering and a fair knowledge of advertising, wants position where he can devote his energies to promotion of electrical products. Hard student and worker. Familiar with trade-paper field. Interesting specimens of work sent on request.

Dynamo, care_____

FIG. 30

When you are asked to call for an interview, your personal appearance and your conversation should be such that the favorable impression will continue. You will be observed critically. Don't go with the smell of liquor on your breath or with cigarette-stained fingers. Have your hands and finger-nails clean, your face well shaven, your shoes polished. Let your collar, shirt, and cuffs be spotless, your hat and coat brushed. If you have not already learned the fine art of courtesy, it is high time to begin. Politeness is a valuable business asset. When an applicant closes the door carefully and immediately takes off his hat, showing well-brushed hair, he has

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made a good start. Little things count. A capable applicant once lost his chance at a good position because he nibbled his finger-nails while awaiting his turn to talk.

The interview does not, however, take the place of a letter, for a man's chance for an advertising position depends largely on his written work. Let your written application be complete and to the point. Then be quick to supplement this with an interview, which will bring your personality into play and strengthen your cause—if you have an attractive personality.

Is this

YOUR Young Man?

There's a young man in Chicago who wants to become connected with a publication that has *real* advertising to sell, like —Everybody's —McClure's —Saturday Evening Post; or, with an advertising agency that offers *real* service, like— —Calkins & Holden—N. W. Ayer & Son —Long-Critchfield Corporation.

Briefly, his specifications are: 22 years old; 4 years' experience in the newspaper and advertising business; 2 years as advertising solicitor and general utility man on a small morning daily (3,000 circulation); 2 years in various capacities on prominent class weeklies; first in charge of circulation, then in charge of the editorial end of the business departments, and more recently as advertising solicitor.

He has written a limited amount of advertising copy (some of which has been called good), has had experience as a reporter; is thoroughly accustomed to meeting people (but isn't what is generally known as "smooth"), and in a small way, has been a successful business developer.

One man, under whom he worked for 14 months, has written: "He has demonstrated his integrity, energy, persistence, and loyalty to a degree that means much for the future." And the publisher of that small daily: "He has the capability to make good in any line associated with the advertising department of a publication."

His present salary is $25 a week. He is willing to leave Chicago, if necessary.

The opportunity he is looking for is an *exceptional* one; but he believes he is that kind of a young man.

Address F. H. S., care Printers' Ink.

FIG. 31

24. Letter of Application.—A great deal depends on your letter. You cannot expect favorable consideration if your letter is poorly constructed, badly punctuated, or contains misspelled words. Try to be clear. Don't be humorous or too clever. A typewritten letter is better than a pen-written one. Don't use hotel or club-room stationery. Send copies of your indorsements, but don't send too many. Get indorsements that tell something about character, ability, experience, or good work.

Don't be content merely to write that you want a position. If you are energetic, free from bad habits, have had special experience of any kind or can do something particularly well, don't leave it to the prospective employer to guess all these things. It is better to give a brief list of your business connections, telling why you made each change.

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25. Letter in Answer to an Advertisement.—The kind of letter to write in reply to an advertisement depends entirely on the advertisement. The advertiser knows what he wants and will give details in his advertisement; the reply should meet the points of the advertisement fully and squarely. If the advertiser asks age, experience, details of education, etc., care should be taken to see that the information is given. Much is said nowadays about the value of the short letter, but while the applicant should avoid repetition and should omit unessential details, he should tell the advertiser all that is desired, if it requires several pages. Many advertisements nowadays specifically ask applicants to give full details in their first letter.

Suppose you desired to write a reply to the following advertisement:

> WANTED.—Young man with sound advertising ideas. as assistant to advertising manager of large manufacturing concern. Must be good correspondent. Experience in any kind of advertising work will be helpful. Give full details with first letter, state salary now received, salary expected, age, etc. A. B. C., care of Printers' Ink.

The fact that this advertiser is a manufacturer and needs a good correspondent gives a strong opening to an applicant that is a good correspondent. A letter something like the following should command favorable attention from the advertiser:

A. B. C., care of PRINTERS' INK,
New York, N. Y.

Dear Sir:

I really want the position you advertised in PRINTERS' INK, and ask an opportunity to prove that I am qualified for it.

For more than a year I have been a close student of everything relating to advertising, have completed a correspondence course in advertising, and have read everything I could get hold of in the way of advertising books and magazines. I have had much experience as a correspondent and am considered a good one.

I am twenty-two years old, and am not married. At present I am employed as bookkeeper with Mertz & Co., of this city, which position does not afford any opportunity to prepare advertising matter or advertising plans. It, furthermore, does not afford any opportunity to advance, and even if I have to make some temporary sacrifice of salary, I want to get where I can get experience and be able to do some creative work.

I am at present receiving $75 a month. I feel that my general business ability, coupled with my ability as a correspondent, warrants my asking for that salary in taking a new position; but if the place you have to offer is--as I believe--the kind of place I am looking for, we can certainly agree on the salary question.

With this letter you will find some carbon copies of letters I have written. I now dictate most of the correspondence of Mertz & Co. I feel thoroughly capable of taking charge of the correspondence of any firm where the subject matter is familiar or is such that I can become familiar with it. These letters will give you an idea of my style.

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I attended the Temple Business School, of Philadelphia, nearly a year, studying bookkeeping, business law, and English composition. Since leaving school, I have studied persistently everything that promised to be helpful to my business education. I was for a year with Milburn & Co., of this city, as assistant bookkeeper, and then took my present position.

I can refer you to my present employers, to Milburn & Co., and to Mr. Samuel Elkins, publisher of THE EVENING ITEM, of this city, who has been very kind to me during the study of my advertising course and who is familiar with my ability and reliability.

Note the enclosed original advertisement for a manufacturer of this city. This will give you a little idea of my advertising ability.

I'd like to have the privilege of talking the matter over with you, and if you are where I can reach you, will arrange for an interview.

May I hope to hear from you soon?

Yours very truly,

26. Unsolicited Letter of Application.—A letter that is not an answer to an advertisement need not give as many details as one that is sent to a prospective employer advertising for help. The following is a good example of a letter written to a firm that has not advertised for an advertisement writer, but may possibly be able to give employment to one:

Mr. W. H. Hammond, Advertising Manager,
Williams & Brown, Newark, N. J.

Dear Sir:

You're busy?

All right, please lay this aside until you can read it without interruption.

Now!

You are perhaps rushed in your advertising office and need a young man to assist; not one totally unacquainted with advertising and selling methods, but instead one who has had enough experience to take hold of your work and do it willingly, easily, and thoroughly.

Perhaps you have just the opening for a fellow 21 years of age---one who has had six years' general office experience, but principally and more directly connected with the Sales Department of a large National Advertiser---one who has learned of modern selling methods, to operate the typewriter, to be an excellent correspondent, AND who has recently finished a complete Advertising Course with a well-known school.

The enclosed advertisement, which is entirely original work, will give you some idea of his style.

About the young man in question:

His future with the above concern looks good---but not good enough to suit him. He wants his future confined strictly to the advertising field and wants to get in touch this month with some advertiser who could use him in that capacity.

In order that his qualifications and experience may be best presented he will gladly arrange for personal interview with any one interested; no matter where you live.

Think now, could you use such a fellow---to advantage? If so, write him---that's me!

Yours respectfully,

HSW

The preceding letter is not intended as a form that will suit any particular case, but is offered as a suggestion. Such a letter as this, neatly typewritten and enclosing a carefully prepared advertisement, should attract favorable attention, and in most cases will result in the applicant's name being put on

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the waiting list. It is a good plan to send out dozens or even hundreds of such letters, securing the names of advertisers from the newspapers or the magazines and selecting those branches in which the applicant feels he can do best. For instance, such an applicant as the one whose qualifications are described in Fig. 30 would do well to make up a list of electrical manufacturers from trade journals or directories, and to solicit the entire list. The expense of such letters is little if it will put the writer in touch with a desirable position that will open a useful career. Where many letters are sent, it is sometimes a good plan to have a specimen advertisement set up and to enclose a proof of it with each letter. A specimen of one's work is an actual example and means more than a claim.

27. Preparing for Openings.—The large newspapers, the trade papers of the class of the *Dry Goods Economist,* the *Shoe Retailer,* etc., and the advertising publications frequently contain advertisements for competent advertising men and women. While most of these advertisements specify experience, the bright beginner need not become discouraged, for employers specify this qualification only because it usually means a higher grade of ability. If the beginner has the necessary ability and can show that he has, it is often possible to get a position even where experience is specified in the advertisement. Some employers prefer to have a beginner whose ideas are more elastic, so to speak, than an older man whose habits of thought are firmly fixed and who sometimes adjusts himself poorly to circumstances when he cannot have things go his preferred way.

Besides, it is easy for the beginner to get a little experience if he lives in a town of any size. He may, by canvassing, get local advertising work to do that will not only afford practical experience but will give him an indorser.

If asked to call for an interview, you should employ every spare moment before the interview in becoming familiar with the prospective employer's business, so that you may be able to talk intelligently. If you can look up any of his advertising, do so, but be very careful in your criticism of it, for you will

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probably not know what results it brought, while the man to whom you talk may know. Besides, if he prepared the advertising, he may be sensitive about criticism of it. Therefore, while pointing out as clearly as possible what is weak, you should be tactful.

Make it a point to cultivate the acquaintance of newspaper publishers. An indorsement from a publisher counts for much. For this reason, the position of solicitor of advertising for a newspaper is likely to prove a stepping-stone to higher positions. It not only enables the advertisement writer to get the prestige that comes from working for a newspaper and to earn a publisher's indorsement, but it gives him an insight into various lines of advertising and also valuable experience in writing different kinds of copy.

28. Last, but not least, when you have been selected for a position, remember that the battle is only half won. Work without regard for hours until you have a working mastery of the details of the new position.

The successful advertising man has need for positive convictions and the courage to carry out his ideas, but at the same time he must always be ready to listen and to learn. The lowest-salaried clerk with the company may have the correct point of view on some question, while a remark dropped by a buyer of the advertiser's goods may be worth the advertising man's salary for a month. The advertising man cannot cultivate the acquaintance of the salesmen of the company too closely. Whether they are traveling salesmen or local salesmen, they are in a position to give information of much value acquired from their contact with customers. In mail-order concerns, the correspondents can make many good suggestions about what is needed in catalogs, booklets, etc., for they have to answer the questions that inquirers ask.

Some advertisers allow their advertising managers free rein in directing the publicity end of the business; others exercise a close supervision over the advertising work and the contracts with mediums, requiring the advertising manager to receive the firm's approval on practically all important matters. The

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advertising man, even if left considerably at liberty, should encourage conferences on advertising questions. He will find the viewpoint of executives and heads of departments helpful and broadening despite the fact that he will regularly have to combat some unwise suggestions on the firm's advertising.

29. Opportunity for Women.—There are a number of successful women advertisement solicitors, and a bright woman is in nowise handicapped in such work by the fact that she is a woman. The fact is that she can sometimes get attention when a hearing might be refused to a man.

In the work of writing advertisements, a woman's familiarity with such things as household furnishings, and particularly with dry goods and millinery, gives her an advantage over a man; and it is in work of this kind that she has the strongest claims to consideration. A woman applying for an advertising position should make the most of this argument. It has proved in a number of cases to be the key that unlocked opportunity.

Women, as a rule, give closer attention to details than men, and as they carry on much social correspondence, they are frequently more fluent than men in writing descriptions, which is another advantage. There is, therefore, no reason why a bright, independent, courageous woman may not aspire to any position in the advertising world. There are a number employed in agencies and as advertising managers. In a number of the larger cities there are enough women engaged in advertising work to have a woman's advertising league. The fact that there are women holding successfully almost every kind of position in the advertising world shows that the field is open for others of equal ability.

APPLYING FOR A POSITION AS ADVERTISING SOLICITOR

30. The qualifications and duties of a solicitor of advertising are discussed in detail in the Section entitled *Fields of Advertising Employment.* The field is one of good opportunity, and an aggressive man is sure to be greatly broadened by his contact with advertisers of different types.

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The employer, whether he is the publisher of a newspáper or a magazine, or controls street-car space or bill-boards, when he needs a solicitor, wants a man of good personality, of undoubted energy, and who can stand rebuffs and disappointments without becoming disheartened. The solicitor is constantly doing missionary work. He will have to work on advertisers with narrow ideas, advertisers with fixed opinions, manufacturers and merchants who do not believe in advertising at all.

Investigation shows that any experience that a man may have in dealing with the public gives him a certain amount of training for selling and soliciting work. Men who have been teachers, ticket-sellers, conductors, guards, guides, collectors, or those who at school or college had charge of ball teams, engaged in raising funds for various purposes, or performed any such duties, will find these experiences of decided value in taking up the duties of a solicitor of advertising.

The following letter would not fit every case, but is a general suggestion that will aid in modeling a letter of application for a solicitor's position.

Blanktown, Conn., April_____, 191__.

Mr. John Smith,
Business Manager, THE COURANT
Hartford, Conn.

Dear Sir:

Is there room with your organization for an additional solicitor? If so, will you please consider my claims?

I have been much interested in advertising for several years and have given it systematic study. For the past year I have been writing copy for several merchants of Blanktown. While the service we can get from the two little papers of Blanktown is not good, nevertheless the enclosed proofs will show you how I go at advertising problems.

This work of going from one merchant to another and helping to work out their problems has grown more interesting, and I want a larger field than Blanktown affords me.

While I have not been an outside salesman, I have sold goods at retail for five years, and am now with Reed & Barlow, clothiers, of this town. I know how to meet people and how to serve them so they will come again.

I am willing to take hold of a certain class of work--real-estate, summer-resort, general-classified, or any other department that you think should receive more effort--and show you what I can do.

On the attached sheet I am giving you several references, also a letter from Mr. Harry J. Richards setting forth the merit of my advertising service as he sees it after buying part of my spare time for a year.

My age is 26, and while I could not, of course, undertake to praise my own character and general ability, I am sure that any investigation you would make would help my cause.

Would you care to have me call for an interview? Even if you cannot give me an opportunity right now, I would esteem it a privilege to meet you and get your advice.

Truly yours,

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POSITION IN A PUBLISHER'S SERVICE DEPARTMENT

31. Service-department work in a publisher's office closely resembles the work of an advertising agency, though it is not so thorough, for the simple reason that the margin that the publisher has for giving service to those who buy his space is too small to warrant the investigating work and the time that is given by agency men on a good-sized advertising account.

The beginner may elect to try for a position on the staff of a service department that is already established, or he may prefer to suggest to some publisher who has no service department that he start one and let the applicant take charge. The first method has the advantage that the beginner will acquire some valuable experience by going into a well-organized department, which experience will enable him to go out later to establish a service department with a new publisher if he eventually concludes that this is advisable. Applying for a position with an established service department does not vary materially from applying for any other position. The applicant should aim to show that he is versatile and can go from one subject to another, grasping the essentials well and writing copy that emphasizes the principal points of the product that is advertised.

In attempting to induce some publisher that has no service department to establish one and allow the applicant a chance to show results, the beginner takes on himself the burden of convincing his prospective employer that a service department would be a profitable addition. After this has been done, he must show that he is the proper one to take charge. If the employer can be convinced of the first proposition, the second should be fairly easy.

It is not advisable, in writing letters of this kind, to follow models or forms, because the exact argument that should be used depends on the circumstances of each case. However, argument of the following kind should be effective in certain cases:

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Mr. Alert Publisher,
Wide-Awake, Pa.

Dear Sir:

No doubt you have often made a count of the number of business houses in your town who should advertise in your paper but who never buy space.

You have often looked over papers that have come in from other towns and wondered how fellow publishers manage to get more big-space advertisements than you carry.

The truth is that a great many business men do not advertise just because they do not understand how to use space properly. They get much loud advice to "Advertise!" "Advertise!" but very little counsel on how to advertise. They are keen enough to know that space bought and used poorly is an expense, not an investment.

The secret of business-building so far as the publisher is concerned lies in the direction of teaching space-buyers how to use space in such a way that the dollar cast upon the waters returns with a profit.

The object of this letter is to suggest that you start a Service Bureau for the purpose of giving your patrons service. You have no doubt looked considerably into Service-Bureau work. I have given it considerable attention and want to make it my job.

Suppose we talk it over. I am confident that we can get together and by organizing a service work in a modest way for the COURIER build it up so effectively that it will more than stand its own expense.

I am enclosing you a few specimens of some of my copy work.

Looking forward with pleasure to our interview, I am

Truly yours,

MISCELLANEOUS SUGGESTIONS

32. Seek employment on your own merits. Don't depend on getting friends to "use their influence." If you go ahead independently and persistently you will find men willing to give you a helping hand when they are able to do so.

Use the telegraph lines and the long-distance telephone whenever they will help. The modern employer admires enterprise and quick action.

Don't be fearful of tackling some duties that are unfamiliar to you. Increased responsibility always broadens the man who accepts it with faith in himself. Problems and tasks that, from the outside point of view, look very difficult are often easily handled when a man has opportunity to study them closely.

Don't be backward about saying "I don't know" about some things. The man who is thoroughly informed on all possible questions concerning advertising and merchandising does not exist; and employers would not believe that he existed even if he did.

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Not all employers will offer to pay traveling expenses when an applicant comes for an interview. Be prepared to take some chances yourself. Nothing ventured, nothing gained.

Some men have made a favorable impression by offering to serve in a position for a month and then let the question of compensation be decided. It is depreciating himself, however, for a man to offer to work free of charge. No worth-while employer expects that.

A young man who was apparently of good ability once spoiled his chance of getting into an unusual position by remarking that he "just couldn't do the little things well." He created the impression that he wanted to spend his entire time on important copy work, whereas the concern that he was applying to wanted a young man who would cheerfully wrap cuts or copy circular letters all day if that work was assigned to him.

So much in most businesses depends on good letter-writing that one who is a strong correspondent and who can compose good letters direct on the typewriter—that is, without dictating them to a stenographer—is certain to impress an employer well by bringing out this point.

Tackle a hard test confidently if one is given. Remember the newspaper reporter who was told curtly by an editor to "Go write something about bread." He visited all the bakeries of the city and wrote an entertaining "story" entitled "Our Daily Bread" that won him the coveted position on the staff of the paper.

An advertising agency is likely to be impressed if an applicant can show that he is good at investigating—calling on dealers and consumers and drawing them out in conversation as to their attitude toward certain goods. The impression will be all the better if the applicant has the knack of assembling such data into a readable report.

Some agencies offer test problems by which applicants prove their ability. Some students of this course have thus qualified for agency positions.

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